where the focus was on revitalising training methods, as in the case of SSK working in Uttar Pradesh.

Intensive Micro-Planning exercises with the community were conducted by all the NCRSOs culminating in a national level workshop to share learnings. The process aided an understanding of critical issues in bottom-up panchayat planning and those which needed to be raised with the government to bring about policy changes.

In Madhya Pradesh, Samarthan carried out micro-planning in Jamonia Tank Gram Panchayat in Sehore district. During the process it was learnt that government schemes (e.g. DWCRA), did not adhere to a time frame while sanctioning money, leading to huge losses and delays in implementing and availing benefits under the scheme.

A number of workshops were organised around the issue of Panchayat Resource Centres in five States, emphasising the need for panchayat information centres at village, block, district and State levels and the role of information providers. In SSK, Panchayat Information Centres have since become the focus of all capacity building and other supporting activities aimed at strengthening Panchayati Raj in Uttar Pradesh.

In Haryana, PRIA has set up two information centres at the Gram Panchayat level (one in each Gram Panchayat) where micro-planning exercises were carried out. To the village people, these information centres most importantly serve as forum for discussing decisions taken during panchayat meetings. One block and a state level panchayat information centre have also been established in Haryana.

**Monitoring and Advocacy**

The main areas covered under monitoring and advocacy work under the Panchayati Raj Programme included studies on women, role of Panchayat Secretaries, Gujarat Finance Commission, Structured Dialogue with the Government (August 1997 in Delhi, November '97 in Lucknow), Gujarat dialogue on Tribal Panchayat Act and UNDP Study on Decentralised Governance in India.

Two studies were undertaken on women’s leadership in Panchayats. One was a profile study of women representatives in Gram Panchayats, seeking to reflect their status in panchayats. It was based on research findings of three studies conducted in Gujarat and Madhya Pradesh, Haryana and Uttar Pradesh and Himachal Pradesh respectively. The other study highlighted issues and concerns on women’s leadership in gram panchayats. The study covered six states, Madhya Pradesh,
Leaders focused on their roles and responsibilities in Panchayats. At the level of Gram Sabha, capacity building efforts were directed at effective Gram Sabha meetings with informed participation by all Gram Sabha members, including the weaker groups.

With regard to the new thrust areas under capacity building support, the work of CENCORED specifically with young women (Kishori Panchayat) in Bihar (where Panchayat elections are yet to be held) consisted of awareness generation on social issues and opportunities provided for women under the 73rd (Panchayat) Amendment. The attempt is to build an environment where adolescent girls (budding women panchayat representatives), and through them adult women, acquire organising, communication and leadership skills in order to make for effective women’s participation in Panchayati Raj Institutions in the future.

Capacity building support was extended to government functionaries of State Training Institutes involved in Panchayat trainings.
Information Dissemination

Information dissemination continues to be a significant part of our work. There are constant changes in Panchayat Acts and procedures and updating information on the same is a major challenge. A number of local language bulletins, newsletters and periodicals on Panchayati Raj are being produced. They fall into two categories : (a) those intended for members of the Panchayati Raj institutions, and (b) those intended for voluntary organisations and other civil society actors.

Besides, manuals, learning materials and enabling documents have been synthesised, prepared, published and disseminated. Nearly 15 books, 70 learning materials and 60 workshop reports were prepared and distributed in many different languages throughout the country.

The momentum of our work in strengthening Panchayati Raj institutions had slowed down a little due to Parliamentary elections in the early part of the year. However, it is clear that a sustained thrust and continued engagement over a long and extended period of time is the key to our success in making the dream of building Panchayati Raj as institutions of local self-governance come true. It is a reality that disabling factors, demotivating efforts and blockades will continue to exist and at times intensify. Therefore our collective contribution may well be to systematically work towards removing those blockades such that the strength of local institutions could be realised.
Haryana, Kerala, Gujarat, Uttar Pradesh and Himachal Pradesh. The major finding of the study revealed that even though the membership of women in PRI has increased in numbers, in terms of strategic power, the important functions all too often remain with the males.

The study on the role of Panchayat Secretary was conducted in two states, Himachal Pradesh and Haryana. It covered different aspects of the functional relationship between the Panchayat Secretary and the Gram Panchayat with the Government functionaries at the block level. It identified problem areas and ways to overcome these problems, leading to a more effective functioning of the Gram Panchayat.

- In a specially convened session in Delhi, PRIA and its partners shared the findings of these studies with senior government officials (Government of India) and resource providers with a view to propose changes in policies and programmes. This event was well received and has since inspired PRIA to periodically share its findings in a systematic and ongoing manner.

- UNNATI and collaborating voluntary organisations in Gujarat in their memorandum to the Gujarat Finance Commission, highlighted issues that indicated certain systemic shortcomings. The memorandum also contained suggestions on how to augment Panchayat finances in the State. An NGO consultation on January 9, 1998 to focus on issues affecting Panchayat finances in Gujarat preceded preparation of this memorandum and its subsequent submission to the Gujarat Finance Commission. The latter's preliminary response to the effort has been positive.

- PRIA is involved in an international study supported by UNDP. This study is on decentralised governance in India and focuses on three areas:
  a) decentralisation as providing the enabling environment for a holistic people-centred developmental approach,
  b) related institutional mechanisms,
  c) partnership with various stakeholders and their participation and involvement as crucial for the overall success of decentralised governance. The study was conducted in Madhya Pradesh, Gram Panchayats, Jamonia Tank and Raipur in Sehore district formed two case studies for the purpose of this study.
It aimed to provide an opportunity to study and articulate new developments on issues related to participation, PR and PD and to build professional expertise to incorporate participatory principles, concepts and methods in development work.

Educators of Schools of Social Work

In collaboration with the Association of Schools of Social Work in India (ASSWI) and the Maharashtra Association of Social Work Educators (MASWE), the second national and second and third regional interprofessional dialogues were organised. These dialogues aimed at developing a conceptual understanding of Participatory Development and Participatory Research, and assessing their implications for social work education and practice. Understanding participation from a development perspective was facilitated by experienced practitioners, researchers and academicians who were contributing to the dialogue as resource persons.

Students of Schools of Social Work

Training programmes for students of schools of social work were undertaken to provide an understanding of participatory development and participatory research. The workshop was a step forward in our initiative of directly working with students, the future development professionals.

Asian Development Bank Managers

A particularly new initiative during the year was the orientation -cum- field immersion programme for senior managers of the Asian Development Bank, Manila. Over a period of 11 days, seven managers spent time in the field with our partners, Gram Vikas in Ganjam district, Orissa and Samarthan in Bhopal, Madhya Pradesh. The aim was to strengthen their conceptual and practical understanding of Participatory Development and sensitise them to approaches in designing participatory projects.

On-site Support

- Training on participatory development for staff of World Vision (North Zone) aimed at strengthening conceptual understanding of Participatory Development and adopt different methods to translate Participatory Development into practice.
- In collaboration with State Institute of Panchayat and Rural Development (SIPRD), Kalyani, a training workshop on participatory training methodologies was conducted for faculty members of SIPRD and government officials from a few districts of West Bengal.
Promoting Participatory Research and Participatory Development

Twenty years ago, ideas of participatory research and people centered development were seen as marginal in development discourse and practice. Practitioners and institutions engaged in pursuing the same were considered mavericks. Today, major government development programmes, international institutions (like UNDP, World Bank etc.) and a large number of academic institutions are systematically pursuing policies and programmes in support of participatory development and use of participatory research approaches and methodologies. The work of PRIA in this regard, therefore, continues to be important, but needs to adapt itself to the emerging requirements. During the year, therefore, the thrust was in enabling large scale development programmes to pursue the possibility of participatory development in a practical and effective manner.

Capacity Building

Our capacity building work focused on a wide variety of development actors. They included:

Project staff of large-scale development programmes

Staff of large scale development programmes were specifically targeted for capacity building initiatives. The fifth such workshop was organised this year. The workshop was open to personnel in charge of project implementation and supervision from government and semi-government organisations and bi-lateral and multi-lateral organisations. They were largely drawn from the fields of natural resource management, education and health.

Grassroots VDO workers

In collaboration with Samarthan (Bhopal), a workshop on participatory development was organised for staff of Voluntary Development Organisations (VDOs) working at the grassroots. The workshop provided a platform for critical and collective sharing of experiences on participation and sensitisation to current development debates and trends. It explored the role of participation as an empowering process. A distinct feature of the workshop was the formulation of organisational policies on participation.

Facilitators of Participatory Development

An advanced course on participation was organised for development professionals, in keeping with the ongoing search amongst practitioners, educators, and development managers for a holistic understanding of participation.
participation component of the programme, as part of the mid term review of the first phase. The evaluation aimed to assess the performance of Village Resource Development Programme (VRDP) and Eco development activities under the project. 15 VRDP committees and 5 Eco development committees were covered during two phases of data collection. Data analysis and report preparation follow.

Information Dissemination

'Participation and Governance' bulletin

English and Hindi issues of the July, November and March bulletins were prepared, published and disseminated. While the July issue was based on "Strengthening Community Organisations" the November issue made attempts to explore "Opportunities of Scale". The March issue traced community participation in a project cycle.

Manual on Farmers' Organisation Building

A manual on "Building Farmers' Organisations for Integrated Watershed Management (IWM) in India" was prepared in collaboration with Participatory Watershed Management Training in Asia (PWMTA) program of the Netherlands/FAO, Kathmandu, Nepal. As a resource book for trainers, graduate students, professionals, local leaders and activists, the manual aims to contribute to developing strong farmers' organisations for effective utilisation and conservation of land, water and forest resources at the level of farm, household, community or watershed.

The manual has been organised in two sections. The first section covers the process of institution building at the grassroots, while the second section deals with the process and methods to strengthen the capacity of grassroots institutions for integrated watershed management.

Study of existing literature, visits to VDOs involved in Participatory Watershed Management and a consultative workshop with development practitioners from different sections formed an integral part of the preparation process.

Resource Pack on Approaches to Participatory Research

A resource pack with information on different approaches to Participatory Research has been prepared. It provides a brief overview of the different approaches, tracing some key principles and illustrating cases to support understanding of the same. After a final review this pack will be ready for circulation and use in other workshops.
A similar training programme was organised for staff of the National Institute of Urban Affairs.

Monitoring and Advocacy

National study on Community Mobilisation and Participation in District Primary Education Programme (DPEP)

The Ministry of HRD (Human Resource Development), Government of India and EdCil invited PRIA to conduct a nation-wide study on community mobilisation and participation in DPEP. Field visits to 128 VECs from 16 districts were conducted across seven states. The study was used as part of the midterm evaluation of DPEP. Reports were shared at state levels as well. Follow-up activities have been initiated in Karnataka, Madhya Pradesh and Haryana. The analysis and recommendations made by PRIA were reported to have made an impact on the future directions of DPEP in particular those of strengthening VECs as mechanisms of accountability for high quality primary education in the villages.

Key findings

Initial community mobilisation for environment building was undertaken in all the project districts visited, however the mobilisation strategy was not sustained in most districts. VECs had been constituted in all programme areas as per the project norms; however, the women membership norm was only carried out in about half of the VECs visited. In most cases the headmaster, supported by programme officials, nominated the VEC members with only occasional consultation with the community.

Evaluation revealed that a large number of VECs were involved in some DPEP activities - most predominant were those of facilitation and school improvement. Activities to facilitate attitudinal change amongst parents and supervision of teachers were not carried out as effectively. In only 20% of VECs highly active members were found, with the President as the most active and the women as the most passive members. Availability of programme resources for VECs was seen as a motivating factor, while linkages with panchayats were not very common in the VECs visited. Orientation of VECs were carried out in all project districts, however regular and sustained capacity building of VECs was less common.

Evaluation of VRDP and EDP of MP Forestry Project

The Madhya Pradesh Forestry Department (MPFD) invited PRIA, in collaboration with Samarthan, to evaluate the community
Intervening for Occupational and Environmental Health

For fifteen continuous years, PRIA has focused its educational interventions towards improving occupational health at work places. Since the days preceding the Bhopal Gas Disaster, PRIA’s uninterrupted attention to this set of issues gave voice to the experiences and perspectives of ordinary workers on issues of safety and health hazards. Our initial work comprised of interventions aimed at enabling ordinary workers (and their associations) to act in ways that improved health conditions at their workplaces - in fields, mines, factories, offices and homes. Over the years, the focus of our interventions has widened to cover trade unions, health professionals, government’s labour machinery, medical practitioners, other voluntary organisations, etc. In addition, PRIA has been advocating the essential linkages between occupational health and environmental health as a way of taking the movement forward. The Centre for Occupational & Environmental Health acts as a nodal point of PRIA’s interventions in this field.

During this period the Centre has formed an Advisory Committee. This committee comprises of professionals from research institutes, trade union leaders, medical doctors, activists, government officials and media persons specialising in Occupation and Environmental Health. The first meeting of this committee was organised on August 23, 1997 at PRIA.

Capacity Building

Medical Doctors

Medical doctors play a dominant role in identification, treatment, compensation and prevention of occupational and environmental diseases. More than ninety percent of the cases are either wrongly diagnosed or wrongly treated. Since its inception, the Centre has interacted extensively with medical doctors and experts on occupational and environmental health. The culmination of this mutually beneficial relationship saw the publication of two books in the year: Diagnosis of Occupational Disease and Impairment, Disability and their Assessment. A national consultation was organised to discuss the strategy of the Centre in its interaction and collaboration with doctors. As a follow-up, a three day orientation course for practising medical doctors was organised by the Centre.

Workers and their Associations

In order to build the capacities of the workers’ groups in understanding and diagnosing
CENTRE FOR

OCCUPATIONAL AND

ENVIRONMENTAL

HEALTH
An attempt has been made to involve the corporate sector in the overall movement of occupational and environmental health. A series of educational events including a half-day discussion, were organised at Gwalior for Malanpur Industrial belt with the representatives of NGO's, industries and panchayats. A one-day orientation workshop was organised for the staff of local industries, which was followed by a three-day training programme for safety officers and worker's representatives.

As the lead agency of Asian South Pacific Bureau of Adult Education (ASPBAE) for its programme on Workers Education on Occupational Health and Safety, a training of trainers programme for South Asian Trade Unions and NGO's was organised at Kathmandu, Nepal.

Monitoring and Advocacy

Solid Waste Management:

Due to rapid and unplanned urbanisation, the management and disposal of urban solid waste has become one of the major problems in Indian cities. During the past few years, the quality and quantity of waste has also changed. A study, based on secondary information was conducted on the various aspects of this problem which analysed different techniques and solutions of urban waste management. One of the major areas of concern was the health and safety conditions of the workers involved in this occupation.

The problem regarding disposal of hospital waste is reaching significant proportions.

During the last few years, the expenditure on the health sector has been reduced by the Government of India. This shift in priority has not only affected the quality of health services available to common persons, but also led to deteriorating conditions in government hospitals. Due to lack of funds, the medical and para-medical staff have been exposed to various occupational diseases. A study was conducted in collaboration with Municipal Mazdoor Union of Mumbai which focused on laboratories, radiological departments and surgical units. It was found that the quality and quantity of the protective devices such as gloves, masks, aprons, etc. has been steadily deteriorating.

The management and disposal of hospital waste is a major issue that needs to be looked into. In collaboration with Direct Initiative for Social and Health Action (DISHA) Calcutta, a study was conducted in the Employees State Insurance Hospital. Various innovative techniques undertaken by the hospital for waste disposal were also analysed, along with the difficulties faced.
the occupational diseases, PRIA has been organising diagnostic camps. In these educational events, intensive training is provided to workers followed by a diagnostic camp for the affected workers. Opportunity is provided to the trainees to have hands on experience in diagnosing occupational diseases. One such diagnostic camp was organised with the textile workers in Amritsar in collaboration with Commonwealth Trade Union Congress (CTUC) and All India Trade Union Congress (AITUC). 20 participants representing various units all over Punjab participated in the training which included a diagnosis of 92 workers.

Many other such interventions were undertaken during the year.

- A one day meeting in Chennai, (Tamil Nadu) among the workers of Ambatur Industrial Estate.
- A training programme on Occupational Health and Safety for chemical workers in Vapi (Gujarat).
- A workshop for hospital workers of King Edward Medical Hospital (KEM) in Mumbai.
- An orientation of power house workers in Baroda
- An ongoing orientation of construction workers in New Mumbai.
- PRIA is also undertaking ongoing capacity building initiatives in Mumbai on Employees State Insurance Scheme. Many affected workers got compensated as a result. This initiative also led to awareness about rights of insured workers.
- In collaboration with National Institute of Occupational Health (NIOH), Ahmedabad, an Advance Course on Occupational and Environmental Health was organised at Ahmedabad. The objective of this course was to provide the latest information on occupational and environmental health issues. The demystification of the subject and capacity building inputs were the underlying thrusts of the training programme. The participants of the course were drawn from trade unions, environmental groups, researchers and students. A similar attempt was undertaken at a regional level in Calcutta, where the workshop was organised around the issue of management of solid waste with Regional Institute of Occupational Health.
- The laws of the land provide an opportunity to promote workers' participation in the decision making processes for workplace health and safety through safety committees. Due to lack of training, this objective is rarely achieved. A training programme was organised on a pilot basis for members of the safety committee at the Blue Star plant in Thane.
struggle, Nagrik Manch along with trade unions of Calcutta started a campaign which resulted in a favourable judgement by the Supreme Court on November 26, 1996. The documented story was widely published in various newspapers and magazines.

- This year PRIA brought out a popular publication in Hindi and English on the methods and techniques of claiming compensation. "How to claim compensation?" is a step towards demystifying various myths and misunderstandings among workers about claiming compensation.

- In order to disseminate information on the occupational health hazards of those involved in the textile industry, a booklet named, Looms Weave Gloom was also printed and distributed. Bargaining Diseases for Work was published in collaboration with ASPBAE, and is based on extensive field visits in east and South East Asia.

- Dumping Ground Workers and Sewage Workers written in Marathi were also published and distributed. The findings of a survey on mines was published in the form of popular booklet in Hindi Ek Khadan Mazdoor Ki Dastan.
by the hospital due to a perennial shortage of funds.

In collaboration with the All India Hotel and Food Workers Federation, a detailed study was carried out in the Ashoka Hotel, Delhi. During the study, kitchens, restaurants, workshops and other departments were analysed. It was found that unhealthy and unsafe working conditions prevail for workers, especially in the kitchens and maintenance workshops. Lack of ventilation, poor maintenance of equipment, frequent fluctuation in the working temperature and the absence of a proper waste disposal system were a few of the major causes for concern.

Foundries are considered to be the backbone of the engineering industry. They are also one of the most dangerous, hazardous and polluting industries. Due to reasons of cheap labour and lax occupational health and safety laws, this hazardous industry has flourished in underdeveloped countries. Along with Shramik Sewa Sansthan, a study was conducted on the occupational health and safety conditions of foundry workers in Ahmedabad. The findings of this study were used as an input in the overall struggle of the workers belonging to the unorganised sector to achieve a safe and healthy workplace.

The rich natural resources of the Konkan region of Maharashtra are facing serious threat due to the unplanned and rapid industrial development of the region. The majority of these industries promoted by the Maharashtra Industrial Development Corporation (MIDC) are chemical plants. In collaboration with Parivartan Jan Vikas Prakalp, an occupational and environmental health survey was carried out in the Lote - Purshiram Industrial Belt in Chipulin District of Konkan region. The pollution levels in the air and the quality of the water supply were analysed in relation to the health problems of the local population. This study is a part of a series of initiatives planned to build the capacity of local groups and workers associations.

Information Dissemination:

A journalist was commissioned to document the struggle of a distant tribal village of Chinchurgeri, Jhargram in district Midnapur of West Bengal. A stone crushing unit 'Surendra Khanji' had been operating since September, 1987. The unit produced quartz powder from quartzite stone and supplied it to different glass manufacturing units. The workers of this factory were suffering and dying of silicosis. In their
Institutional Strengthening in Civil Society

Building capacities of collective formations in civil society has been a cornerstone of PRIA’s work since its inception. These interventions have been made with the assumption that strong and effective voluntary organisations, women’s groups, community-based people’s organisations, youth groups and their networks and associations are an essential requirement of democratic development and the governance of society. The Centre for Institutional Development acts as a focal point for convening and coordinating a vast array of such interventions in the country and the region.

Capacity Building

The efforts to strengthen capacities of voluntary development organisations have taken several forms during the year.

The Fourth Development Management Programme for middle level staff of NGOs in South Asia drew a number of participants from organisations engaged in capacity building functions. Several came with a view to learn to adapt materials and designs to suit their context in different South Asian settings. Long-term human resource development programmes in development management have been initiated in Nepal, Bangladesh, Sri Lanka and India (Hindi and Tamil), largely out of inspiration from PRIA’s programme. The finalisation of learning materials and in-house capacity in conducting the eight different modules of development management has been a major accomplishment during the year.

As the demand for organisational renewal and development has been growing among non-governmental organisations, PRIA’s capacity building interventions on Organisational Development gained further importance during the year. The second Organisational Development Programme attracted participants from regions beyond South Asia, Eastern Africa and Eastern Europe. The programme attempts to prepare internal change managers in voluntary development organisations and their external OD facilitators through a high level of conceptual, professional and practical orientation and competency building activities. Several follow-up initiatives to expand the preparation of OD facilitators have been developed since then.

The continued relevance of building capacity in Participatory Training Methodology among different development actors is supported through an intensive residential programme of Training of Trainers. The programme has helped create a pool of more than 500 trainers in the
collaboration among RSOs has grown as well. Among the new capacity building needs for the staff of NCRSOs, it was decided to organise training workshops on interpersonal communication for support staff of the partner organisations. Two such workshops were conducted during the year and the initial feedback seems to indicate a positive impact on the performance of support staff of the RSOs.

As an ongoing intervention in catalysing and supporting new initiatives in voluntary action in the states of Rajasthan, Madhya Pradesh, UP and Bihar, MIND fellowships were provided to forty-nine new fellows. These fellowships are being promoted in collaboration with RSO's in these States and have helped provide initial support to enterprising new initiatives within the states.

**Monitoring and Advocacy**

Capacity building of southern NGOs has long been a neglected field in development financing and programming. However, recent global changes and their local manifestations are forcing many southern NGOs to systematically articulate their own capacity building needs and priorities in the light of their changing roles. The practices and processes of capacity building of southern NGOs have also been largely determined by donors and northern NGOs. With a view to create a forum for policy dialogue with donors and northern NGOs, PRIA along with several other southern NGOs took the initiative to convene a process of building an International Working Group on Capacity Building of Southern NGOs.

As an initial step in the process, a large-scale needs assessment exercise was undertaken. Along with its partner support organisations in India and South Asia, surveys and consultations were held with more than 350 grassroot NGOs in different countries of South Asia. A workshop to share and synthesize the results of these consultations was held in PRIA. The emerging lessons not only focus on key priorities for capacity building in the future, but also the challenge of initiating and sustaining a southern NGO-led process of capacity building.

**Priorities for Capacity Building of Southern NGOs in South Asia**

Some of the over arching priorities as expressed through the in-country consultations are:

- **Policy Research**: Analysis and advocacy in the socio-political context of development

- **Leadership**: Capacity to develop a less leader-centric NGO functioning; democratise organisations; develop...
country with personal and professional competencies in participatory training methodology. Each programme also prepares new teams of co-facilitators and helps generate new learning materials for wider sharing and dissemination.

**On-site Support**

Besides conducting generic capacity building programmes, the ongoing practice of providing intensive on-site support to several development organisations was pursued.

- Midterm evaluation of projects implemented by Bilance partners Bharatiya Manav Samaj Kayan Sewa Sansthan (UP), Ankur Sansthan (Udaipur) and Sahayog (UP), were conducted to enhance the capacity of participatory monitoring and evaluation of the partners and mid-way course correction.

- A tailor-made intervention was undertaken for trainers of Kribhco Indo-British Rainfed Farming Project, Dahod, Gujarat, to enhance the understanding of participatory training principles and application of appropriate methods.

- An orientation programme on Organisational Development for partner organisations of Catholic Relief Services, Calcutta, was organised with a view to familiarise them with the relevance of organisational development in a changing environment.

An Institutional Development consultation of HARC (UP) was facilitated to help them reflect upon past initiatives and build on the future. This was a follow-up of an evaluation carried out in the previous year.

- A training workshop on Advocacy, its meaning and implications was conducted for senior staff members of CASA. The workshop helped crystallize an advocacy agenda and strategy for CASA.

- Drawing attention to the practices of Governance of voluntary development organisations in the country and the region has acquired urgency today. Long-term institutionalisation of the civil society sector as a whole requires to focus in particular on effective and accountable governance. A study of current practices and concerns of voluntary development organisation began during the year in order to explore possible ways of strengthening their capacities, with a view to improving their governance.

- The process of joint review and planning of the Network of Regional Support Organisations (NCRSOs) is being further developed and increasingly systematised. For the first time a joint training calendar has been developed and has proved to be quite popular. Mutual support and
INTERNATIONAL FORUM ON CAPACITY BUILDING OF SOUTHERN NGOs

The International Forum on Capacity Building of Southern NGOs aims to build a multi-stakeholder Forum in which Southern NGOs engage Northern NGOs and Donors in debate and innovation that shape conceptual approaches, policies and practices for future capacity building. Formally launched on 6-8 May 1998 in Brussels, the Forum will focus on Capacity Building priorities of Southern NGOs with a view to enhance their contributions towards addressing issues of poverty, marginalisation, democratisation, strengthening of civil society, human rights and sustainable human development. It is recognised that the new global context requires redefining relationships between different development actors. As such, future capacity building efforts need to respond to these challenges.

Specifically, the Forum will attempt to:

- Facilitate information sharing and cooperation within and across constituencies on policies, programs and innovations in Capacity Building of Southern NGOs;
- Promote dialogue at national, regional and international levels among SNGOs, their counterpart NNGOs and Donors so that their policies, programs and practices on Capacity Building are informed and influenced by voices and experiences of SNGOs;
- Support emerging Capacity Building initiatives to address priority needs of SNGOs Capacity Building with a view to promote learning about innovations; and
- Promote enabling environment for effective responses to Capacity Building of SNGOs.

The primary strategy of the working of the Forum will be to build on existing initiatives and to enable its partners to undertake initiatives appropriate to decentralised geographical and thematic priorities.

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Clodagh O'Brien, European Commission
Dave Brown, (Interim) IDR
David Bonbright, Aga Khan Foundation
Gordon Hein, The Asia Foundation
Ismaila Kante, Institute Panarafien pour le Development
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second generation leaders; create a balance between leadership and management

- Strategic planning and strategic management: Capacity to plan programmes as per the needs of the target group, programme management, monitoring and evaluation

- Organisational development: for financial sustainability and autonomous functioning

- Language skills: To write project proposals and funders' reports in English

- Cross-sectoral collaboration: To develop the capacity

- Access, store and disseminate current information: For gaining and sharing of information

The report prepared on this basis is part of a larger exercise in Latin America, Africa and Asia-Pacific to promote deeper dialogue on south-north partnership in capacity building of southern NGOs.

The process of developing this activity is co-anchored with Centre for Global Alliance in PRIA.

- In the same vein, a study for examining the dynamics of inter-sectoral partnerships among diverse development actors is under preparation.

Information Dissemination

- The Journal for Institutional Development has completed three years of continued publication. It has now become an increasingly recognised forum for dialogue and sharing issues and experiences on institutional strengthening of civil society organisations.

- For the first time a combined calendar of capacity building interventions of PRIA and NCRSOs was published and widely disseminated. This provided a

- Systematisation of learning packs in the areas of participatory training, organisational development and development management was undertaken during the year. A revised and updated version of the manual on Participatory Training Methodology was also prepared for reprinting.
Strengthening Global Alliances

In this increasingly inter-connected world, development policies and programmes are being more and more influenced by global trends, institutions and resources. The private corporate sector has been quick to respond to this trend, and has begun to build global connections in pursuit of profit. National governments across the world have also been engaged in promoting regional blocks of political and economic alliances (Asia Pacific Economic Cooperation, Association of South East Asian Nations, ASEM, South Asia Association for Regional Cooperation, MERCOSUR, European Union, NAFTA, and the Association of Indian Ocean Rim, to name a few). Civil society organisations, on the other hand, have been rather slow in responding to these global challenges. In its role as a support organisation, PRIA has been pursuing its agenda for action as a response to this trend, by strengthening alliances and networks of civil society organisations across local, national, regional and global levels. By building strategic alliances networks, and bridges across key development actors, PRIA has been effectively pursuing a set of interventions aimed at strengthening the voice of civil society organisations such that they influence key decisions and policies of those global actors which have an impact on regional, national and local realities. The Centre for Global Alliance, in partnership with PRIA International, acts as an anchor for such interventions of PRIA.

Capacity Building

Alliances & Networks Engaging with Multilateral Development Banks (MDBs)

As a member of the NGO Working Group on the World Bank, PRIA has been playing a critical role in catalyzing a process to start a country core group of NGOs and other civil society organisations on building capacity to critically engage with the MDBs. This process was initiated two years ago, and has now consolidated itself into the development of a Core Group on Multilateral Development Banks (CGMDB). The member organisations of the Group have, in their turn, also built the capacity to engage with the Banks of a number of organisations with whom they work.

In an attempt to understand how the MDBs work, such that NGOs are able to influence their policies, a training programme on Understanding level, and is now being finalised for translations into regional languages.

At the South Asia level, parallel processes took place, and similar informal core groups have been formed. Specific organisations
organisations in building collaborative networks becomes crucial for effective social policy influence. While a number of networks do exist, yet these do not sustain themselves over a period of time. In order to evolve an approach to capacity building interventions to support effective functioning of networks, a South Asian workshop was conducted. Some of the key areas identified for future capacity building are given below.

Areas of Capacity Building of Networks

- Advocacy and lobbying for sectoral as well as specific issues.
- Institutional learning from experiences of other networks.
- Resource mobilisation and sharing of common resources.

New Linkages

- Social Watch Asia is a joint effort of civil society organisations to monitor Asian governments' commitments at the 1995 Social Summit held in Copenhagen. This is part of an international initiative. PRIA's participation in the Asian preparatory meeting helped build new linkages in mutual solidarity.
- The African Regional meeting of the NGO Working Group on the World Bank was held at Abidjan in Ivory Coast. Strong linkages were made by PRIA's participation to share its experiences in South Asia.
- The International Conference on Supporting the Non-profit Sector in Asia, sponsored by 16 corporations and foundations, and organised by the Asia Pacific Philanthropy Consortium (APPC), was convened in Bangkok. PRIA's participation aimed at extending the activities in the field of indigenous resource mobilisation for civil society to the South Asian region.

Monitoring and Advocacy

Monitoring Global Actors

For the last two years, CGA has initiated a number of activities focusing on monitoring both policy and practice of global actors. Our involvement in this has been a part of our commitment of promoting participation of
have also been identified in these countries who would act as CGA’s contact points and nodal partners in further consolidating these groups.

PRIA has been called upon from time to time to help in facilitation of the in country processes in Africa and parts of Southeast Asia as well.

Advocacy

Policy Advocacy has been identified as one of the areas where NGOs have begun to play a more active role. But it is seen that very few NGOs actually have the capacity to engage in policy advocacy. As a follow-up of last year’s initiative on Social Policy Mapping on Advocacy, some activities at the in country level were undertaken. These included support to PAIRVI on training needs assessment for NGOs in Hindi speaking states of India.

Areas of Capacity Building for NGOs in Policy Advocacy

TECHNICAL ASPECTS, INCLUDING:

- Policy issue analysis
- Policy systems analysis, including policy making institutions
- Policy implementation monitoring, not only on national policies of government but also those of multilateral and bilateral institutions.

POLITICAL ASPECTS, INCLUDING:

- Campaign strategy and tactics
- Lobbying
- Conflict management and negotiation.

SOCIAL CAPITAL ASPECTS, INCLUDING:

- Coalition building and leadership
- Network relations management

- Managing cross sectoral relations with the media, government and corporate sector, as well as with global actors.

Networks and Networking

National Planning Consultation on Capacity Building of State Networks

Voluntary Action Network India (VANI) organised its first National Planning Consultation on capacity building of state, regional and district networks with support from PRIA. The Consultation aimed to evolve

Conference on Advancing Social and Economic Development through collaborative approaches

the needs of the state networks, based on their strengths and weaknesses, the expectations and environment of their functioning and, based on this, plan for a methodology, contents and areas of capacity development for them.

Capacity Building of Networks in South Asia

In today's context of increased globalisation and the expansion of the influence of multilateral organisations, the issue of strengthening the capacity of civil society
on primary and secondary stakeholders and their experience of participation.

Participation by secondary stakeholders and their understanding both of DFID’s project objectives and the longer term strategies which these objectives reflect.

b) DFID’s internal processes and procedures, including the Project Management Cycle.

New Initiatives

The Commonwealth Millennium Project

In November 1996, CGA co-ordinated an Asia level meeting on NGO State relations in collaboration with the Commonwealth Foundation. As a follow up to this, PRIA has been involved in the Foundation’s new project on “Civil Society in the New Millennium”. This project examines the relationship between the State and Civil Society. The study will be based on a survey of opinions of a cross section of citizens. The broad objective of the Study is based on the premise that the existing paradigm of relations between the State and civil society has to be reviewed in order to strengthen the role of civil society and give new thrust to democratic processes and societal development in the new millennium.

Multistakeholder Forum on Capacity-building

At the initiative of southern NGOs in the NGO Working Group on the World Bank, a process of convening an International Forum on Capacity Building of Southern NGOs was begun in late 1996. During the year, PRIA acted as a secretariat for the interim preparatory process. This preparatory process has entailed surveys of donors’ policies and programmes of southern NGO capacity building, survey of northern NGO practices and programmes on the same, and widespread consultations (with more than 1000 southern NGOs in Africa, Latin America and Asia-Pacific) with southern NGOs on their future capacity building priorities. A major conference in May 1998 examined the results of these surveys and consultations and agreed to mandate such a multi-stakeholder forum with a clear overall purpose and a two-year plan of action.

Centre for Global Alliance in PRIA is hosting the secretariat of this International Forum.

International Conference on Governance, Sustainable Growth and Equity

CGA participated in the International Conference on Governance for Sustainable Growth and Equity which was organised by the United Nations Development Programme (UNDP) at the United Nations in New York from July 28-30, 1997. The overall objective
primary stakeholders in Multilateral and Bilateral supported projects and policies.

PRIA, as the Chair of the Sub Group on Participation of the NGO Working Group, has been coordinating the monitoring of 15 project and policy cases of the World Bank in Africa, Latin America and Asia.

NGO Working Group on the World Bank

In pursuit of its agenda for influencing the World Bank, PRIA participated in the Steering Committee Meeting and Annual Meetings of NGO Working Group on the World Bank.

Meetings with the Executive Directors of the World Bank and its President Mr. James W. Wolfensohn were held on both these occasions with a view to impress upon them the perspectives of NGOs.

Third Asia Pacific Regional Meeting

Over fifty five NGOs and twenty Bank officials attended the Third Regional Meeting of the NGO Working Group on the World Bank, held at Kathmandu from June 26-29, 1997. The NGO participants included representatives from Bangladesh, Pakistan, Philippines, Vietnam, Nepal, Sri Lanka and Indonesia. The meeting took place against a backdrop of reforms within the Bank as set out in the Strategic Compact document, of uncertainty over the future of International Development Association (IDA), over 12th replenishment negotiations, of the Bank’s renewed focus of the importance of the State as discussed in the 1997 World Development Report, of the Structural Adjustment Participatory Review Initiative, and also the debate on child labour issues.

NGO Working Group on the ADB

To share the findings of the study on ‘Non-Governmental Organisations in Development in Asian Developing Member Countries (DMC)’ a Regional Workshop was held at ADB headquarters in Manila 16-18 September, 1997 to discuss the role of NGOs in ADB projects and programmes.

Following the previous three years of experiences of NGO Working Group on the ADB a Strategy Meeting was held in Manila to plan for future directions. An emphasis was laid on widening the base of the NGO Working Group on the ADB and involving other actors.

Participatory Action Learning (PAL) Study

In collaboration with INTRAC, CGA conducted a study in India for DFID, to understand ways in which participation was being promoted in DFID’s work with respect to three related areas:

Project - level issues about participation at all stages of the project cycle, focusing both
times during the year. The issues focused upon during the year included changing role of state, capacity building of civil society and globalisation and role of civil society.

- Study of Social Mapping of NGOs in South Asia. This is a report of a study sponsored by IDRC Canada. It was a result of a year long exercise of mapping of advocacy activities of NGOs in South Asia.

- Shaping Policy: Do NGOs Matter? Lessons from India, by Azeem Mehdii Khan. This book published by PRIA is based on case studies of how NGOs in India have influenced government policies.
of the Conference was to provide a forum for representatives of governments, parliamentarians, local authorities, civil society organisations and UN system agencies to share experiences and best practices in governance for sustainable growth.

CIVICUS

More than 500 civil society activists from 76 countries gathered at Budapest for the Second CIVICUS World Assembly on September 23-26, 1997. Over the course of the three-day gathering, members and supporters reviewed the accomplishments of CIVICUS since the 1995 Assembly in Mexico City, deliberated on the impact globalisation trends will have on civil society, and charted a future course for CIVICUS leading up to year 2000. In this Assembly, Rajesh Tandon, the Executive Director of PRIA and one of the founding members of the Board, was elected the Chair of CIVICUS Board.

During the Budapest World Assembly, CGA co-ordinated a panel discussion on “The Cross-Border Civil Society Participation”.

Pan Commonwealth Seminar on NGO/Government Relations

In 1996-97, the Commonwealth Foundation held a series of regional workshops on the theme of NGO/government relations, reflecting regional concerns and priorities. In order to bring this process to a conclusion, the Foundation convened a Pan-Commonwealth Seminar entitled Common Ground for Development-NGO/Government Relations in the Commonwealth in Edinburgh on 21-22 October, 1997. CGA representation and participation at this seminar included a keynote presentation on the theme.

Synergos Institute Tenth Anniversary: Dialogue on Poverty Eradication at UN

The Synergos Institute celebrated its decade of accomplishments on May 8-9, 1997. A large gathering of partners and associates from all over the world participated in a series of events which included roundtable discussions and dialogues on different aspects of poverty eradication, as well as a day-long Conference on “Advancing Social and Economic Development Through Collaborative Approaches”. PRIA, as an old associate of Synergos, actively participated in this anniversary celebration.

Information Dissemination:

- Regular publication of “Global Alliance News” was undertaken by the Centre three
in wide-ranging programmatic areas involving "rural and urban self-governance" issues to emerging concerns for "environmental health", etc.

Seeing is believing. This has raised several concerns around structuring PRIA's work.

Towards making our work more manageable, PRIA Governing Board, during the last 3-4 years, has taken some carefully considered steps. Apart from restructuring PRIA internally, it has also promoted three distinct yet collaborative organisations

PRIA International, MIND and PRIA Educational Trust, having almost identical aims and objectives. These organisations are yet to fulfil their anticipated potential. PRIA also took the initiative to bring about a Network of Collaborative Regional Support Organisations (NCRSOS) with the aim of expanding its reach to those in need of support. PRIA today is more like a consortium, and it seems hard to understand PRIA’s work and reach without viewing the consortium as a whole. Yet, a lot more needs to be done to capture the opportunities that such a consortium approach offers. We are not only aware of this, but are also seized with the challenge. Information on some of these is in the Annual Report.

STRUCTURE AND FLEXIBILITY

When we have an organisation as diverse as this one, two things are extremely important:

one, a structure that provides adequate autonomy to the various functions, programmes and projects, together with integrating mechanisms to ensure that all of them together generate optimal synergy towards achieving the common mission and vision; and two keeping all the concerned people (who share this mission and this vision) informed about the PRIA strategy and how we are doing. Without this, the flexibility needed to speedily respond to fresh demands and new initiatives will be seriously impaired. We attempt this through formal structures as well as informal face-to-face interactions, through the written and the print media, and also through providing exposure to the key functionaries in occasional interfaces with our stakeholders - nationally as well as internationally - in the hope that this information is being appropriately shared with others across the PRIA consortium.
The one thing we know about the future is that it will be different from the past. The challenge is for us to build PRIA as an organisation which - although it cannot foresee the future - is structured to cope with it: perhaps, not only cope with it, but also able to pick its opportunities.

STRATEGIC REVIEWS

Since its inception in 1982, PRIA has been continually reviewing and evaluating its work, and sharing outcomes of these exercises with all its contemporary stakeholders.

We had undertaken an exhaustive organisational review with intensive involvement of all members of PRIA staff and its Governing Board during 1993-94. The Strategic Plan that emerged from this review was expected to last for at least three years following. The pace of change that was initiated - both internally as well as that externally, affected PRIA such, that in less than two years this plan was seen to need up-dating. This up-dating - by no means merely cosmetic - was proposed internally, and refined through extensive informal deliberations with some stakeholders and members of the Governing Board, this time with the help of two eminent external facilitators who are well-known for their work among support organisations in the development Sector.

Ms. Jane Covey is the Executive Director of the Institute for Development Research (IDR) based in Boston (USA) for over a decade, and has been involved in capacity building and global advocacy initiatives at an international level.

Prof. Tushaar Shah has, till recently, been Director of Institute for Rural Management, Anand (IRMA); and is known to be extremely knowledgeable about the cooperative and development sectors in South Asia.

Not only are we heartily thankful to them for agreeing to undertake what I consider a daunting task (I have no doubt they will be more than equal to it), but also all of us in PRIA have high expectations from this review. It is our earnest hope that the changes their work will prompt in PRIA, will provide a meaningful launch for PRIA in the twenty-first century - and I am not using it as a mere cliché!
THANKYOU COLLEAGUES

We have demanded a great deal of our people; and I am happy with their responses. Indeed, there have been a few who perhaps found the pace of change in PRIA unbearable, and have sought their comfort elsewhere. Good luck to them. We are grateful to them for their contribution.

It’s been a long haul; and each time one feels we have arrived, the game reveals new goals, new challenges.

On behalf of PRIA, it is my privilege to express gratitude to all those who have stood by PRIA during its struggles, demonstrated fellowship in all its “highs” and “lows”, and freely provided candid criticism as well as support of what it did, and shared their precious time and priceless ideas; all of PRIA staff, PRIA partners and PRIA resource providers, my colleagues on the Governing Board, any many others. I wish to make it explicit that we will bank on their continued association and goodwill in whatever we plan and do in future. It is our cherished hope that all of us will continue to be together.

Many many thanks, again and again.

Prem Chadha
Chairperson
Governing Board

August 1998
New Delhi
Support Organisation. Its primary pursuits of providing support for development and enhancing capacity of the civil society are now being expressed through myriad forms, processes and interventions. Many initiatives taken in the previous period reached fruition during this year.

In examining the overall characteristics of those initiatives, it appears that several themes cut across them. Most of these initiatives possessed the characteristic of linking up a variety of stakeholders in pursuit of a common agenda. This approach to collaborations, networking, building connections, alliances and partnerships may well be setting the stage for the shape of things to come in the next period.

It, therefore, gives us a great deal of satisfaction and pride to share with you some highlights of the totality of the work of PRIA and its partners in the previous twelve months.

> With the possibility of constitutionally mandated institutions of local self-governance, Panchayali Raj as they are called in the rural areas of this country, PRIA began a process four years ago of intervening to strengthen such institutions of local self-governance.

The first phase of that collaborative effort was evaluated during the year. While highlighting some areas for future improvement, the evaluation reinforced the broad thrust of PRIA’s approach to multi-sectoral interventions in strengthening Panchayali Raj Institutions (PRIs) in the country. The intervention is being carried out in ten states with the active collaboration of Regional Support Organisations (RSOs) and nearly 300 Voluntary Organisations (VOs) in those states.

The intervention has also brought together different stakeholders in pursuing a common agenda from the Ministry of Rural Areas and Employment at the national level, to national and state Institutes of Rural Development and Panchayat, media, academic institutions and a wide variety of national and international resource providers. This unique collaborative venture is now moving in full swing into the second phase.
In our work of deepening the contributions for enhancing capacity at the local level, we have helped nurture a Network of Collaborating Regional Support Organisations (NCRSOs) in the country. Diversity of contexts and similarity of purposes are now being accomplished through this Network which acts as an interactive platform of joint initiatives in enhancing capacities of grass-roots groups throughout the country.

In order to further enhance our own capacities and those of other networks', the year also witnessed pioneering initiatives in examining the issues of capacity building for networks. In collaboration with VANI, challenges of networks and networking in India, their required capacities and ways to strengthen those capacities was explored. PRIA also convened a discussion at the South-Asian level among networks and networking organisations in order to help contribute to the processes of strengthening their capacities in the coming period.

Promotion of People-Centred Development and Participatory Research has been at the heart of the work PRIA has undertaken over these years. A very fruitful and mutually stimulating partnership was started with Association of Schools of Social Work in India three years ago and it reached completion of its first phase during the year under review. Many Schools of Social Work in India are now pursuing themes of participatory research and people-centred development in social work teaching and research in a much more coherent manner.

Interventions aimed at strengthening processes and mechanisms for making work and living places safer and healthier has now brought us together, in a formal collaboration, with the premier technical institution of the country, National Institute of Occupational Health. NIOH and PRIA are formally collaborating to strengthen the capacities of worker leaders, community organisers and local researchers in pursuit of this increasingly significant agenda in the country. Like-wise, efforts to bring together trade union leaders, technical experts, medical doctors, professionals and senior officials in the government to constitute an Advisory Committee to the Centre for Occupational and Environmental Health were realised during the year. This multi-sectoral, multi-perspective Advisory Committee provides guidance to the work of PRIA in this important field.
Building the agenda of citizen participation world-wide has been at the core of the foundation of CIVICUS: World Alliance for Citizen Participation. As an international alliance of individuals and organisations promoting and supporting citizen participation in pursuit of just and equitable development world-wide, CIVICUS convened its second World Assembly in Budapest during the year. It brought together actors of civil society in interactive dialogue with each other and presented to themselves and the rest of the world the emerging nature of such a global alliance.

Since the early beginnings of participatory research in the mid-1970s, several trends, schools of thought and practice, ways of developing methods and approaches have extended themselves in a wide variety of settings; community settings, development settings, social and organisational settings; academic and professional settings. The year witnessed an important Convergence in a global conference at Cartegena, Colombia which brought together more than 15 different traditions, approaches and schools in the broad spectrum of participatory research. The Cartegena Conference established a landmark in ensuring mutual sharing and dialogues across traditions, perspectives and approaches as an invaluable intervention in pursuit of our common agenda for a peaceful and equitable world order.

Significant beginnings were made to bring together a variety of stakeholders to consider the possibility of coming together on a platform, the primary purpose of which would be to find ways to strengthen the capacities of Southern NGOs in the coming period. Northern NGOs, Foundations, Bi-laterals and Multi-lateral institutions have been involved in a wide variety of approaches, programmes and have not been able to articulate their own priorities for enhancing their capacity and to find ways to pursue those priorities in an empowering manner.

International Working Group on Capacity Building (IWGCB) was set-up during the year (with PRIA as its Secretariat) to find ways to hear Southern NGO voices in a mutually supportive fashion in this multi-stakeholder Forum.

Many more examples could be added and the report from the various centres and programmes illustrates some of these.
In compiling this Annual Report, we have also revisited the essential core contributions of PRIA as an institution. It appears to me that the heart of what PRIA does is to enhance capacities of a variety of actors in pursuit of their missions. Capacity Building, therefore, runs as a common thread throughout our centres and programmes.

Increasingly, and perhaps more cogently, monitoring issues, policies, programmes and processes has been occupying a major place in the work of PRIA. Such research, study, documentation serve the purpose of monitoring with a view to influence those trends, institutions, programmes and policies. Research for the purpose of bringing about change, monitoring with a view to pursue advocacy, is the second common thread of activities that PRIA has pursued.

In order to enhance its impact on a wider scale, PRIA has been involved in compiling materials, disseminating information and producing learning packs. At the core of this activity lies our strategy of having multiplier effects by proactively sharing information with a wider cross-section of actors, in making available learning materials and tools to enable others to pursue their mission more effectively. The year under review witnessed a wide variety of such activities which the Annual Report chronicles.

In the end, the maturing of PRIA in its collaborative, alliance-building, partnership perspective is perhaps the most significant achievement of the year. As we acknowledge that, we also recognise enormous challenges facing us in enhancing our own capacities and ways to improve the quality and depth of our interventions in everything we do. We hope that with active support from our partners, resource-providers, colleagues and under the overall guidance and leadership of our Governing Board, this pursuit of PRIA will enhance its impact in the coming period.

Rajesh Tandon  
Executive Director  
New Delhi  
August 1998
The Information Resource Centre

Background

The very essence of PRIA’s foundation and work has relied on generating authentic knowledge and making it accessible to a wide variety of people. This has been achieved through a variety of methodologies including popular publications as well as print/audio-visual learning materials. This material has included the experiences and analysis of excluded and marginalised groups and peoples.

The Library, Publications and EDP Units were primarily designed to internally service PRIA’s Programme Centres. However, our experience has shown that over the years these Units have also catered to the needs of our various partners and associates. The support given has been in the areas of capacity building for library and documentation centres, choice of suitable hardware and software and their relevant training, as well as dissemination of information of their activities through the Publications Unit.

In order to consolidate, integrate and interrelate the services of these three units, the Information Resource Centre (IRC) was established in January 1998. The focus of the IRC is to explore the potential of new information technology to the maximum, in order to strengthen and augment the function of providing and disseminating information.

Though each unit continues to maintain its own distinct identity, the approach is holistic in order to enable the IRC to fulfil its role in the most effective and comprehensive manner.

Key Objectives

- Developing a Policy for the Information Resource Centre, covering various aspects of all the Units. The policy would include standardisation of information about PRIA, Library membership, publication procedures, functions of EDP.
- Detailing the clientele that the IRC intends to cater to (this includes existing partners as well as others who have either remained on the periphery or not been reached out to at all).
- Collecting and disseminating information on issues and areas of interest raised by partners and associates.
- Simplification and dissemination of information on issues and programmes on which PRIA is already working.
- Providing access to and support and guidance on the use of necessary equipment needed for information processing and networking.
- Develop capacity building in relation to new
information technology for all users.

- Presenting information in a range of techniques, so that it can be made available within the shortest possible time.

Initial activities undertaken so far:

- Remodelling of Publication package undertaken.
- Developed a panel of Printers, editors, designers & illustrators.
- Formulation and initial implementation of publications marketing strategy.
- Networking with other publishers was explored. Two publishers, The Other India Book Store and Books for Change have become our partners for distribution of PRIA publications. The first ever Social Development Fair 1997 gave us a good exposure in presenting our publications.
- Upgradation of DTP set-up carried out
- Reorganising of library documents under a new system of classification has begun.
- The data-base is being reorganised and a comprehensive mailing list with classifications is in the last stages of finalisation.

Website

Launching of PRIA website. It is now in the process of upgradation with more information and linkages with similar sites around the world.

Please visit us at:

www.pria.org
Institutional Profile

Governing Board

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

Mr. JOE MADIATH, Treasurer
is the founder-director of a voluntary organisation GRAM VIKAS, Ganjam, Orissa.

Ms. LALITHA RAMDAS
is the President of International Council for Adult Education, (ICAE), and has been active on literacy, non-formal education and women's empowerment issues.

Dr. H. N. SAHYED
is presently Director of National Institute of Occupational Health, Ahmedabad.

Mr. D. THANAPPAN
is the Director of Centre for Workers Management, New Delhi and an active trade union leader in the country.

Mr. SATINDER S. SAHNI
an IAS officer is presently the Resident Commissioner, Government of Jammu and Kashmir, New Delhi.

Dr. RAJESH TANDON, Executive Director
and co-founder of PRIA.
Treasurer’s Report

The audited balance sheet of PRIA together with the auditors’ report has been circulated to all the General Body Members by the Executive Director. 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:

- There is an operational financial Accounting Manual and all efforts are made to adhere to the letter and spirit of the manual.
- PRIA’s financial accounting practices continue to be of a high standard and professionally managed.
- All statutory requirements are complied with. One area of concern, however, is that PRIA has not yet been granted the Provident Fund relaxation/exemption. It has also not become part of the pension scheme, nor is a legally acceptable gratuity scheme in place. I have advised the Executive Director to regularise these matters and he has assured me that he is making all out efforts to comply with these provisions as are legally required.
- All investments are made in keeping with law and the Executive Director has taken pains to ensure for PRIA’s highest return on its investments together with a very high degree of assurance for the safety of the funds invested. The Executive Director has often sought my view on investments.
- The internal audit is doing a good job and internal audit reports are generated regularly. These reports are at times sent to me by the Executive Director.
- The systems of Financial Management are constantly monitored and evaluated and the Executive Director discusses areas of concern with me during my visits to PRIA.

I consider it a privilege to be the Treasurer of PRIA and am proud to present PRIA’s balance sheet and auditors report for your approval. May I thank the Chairperson, the Executive Director, each of the members and the staff of PRIA for all the work and assistance.

Joe Madiath
Treasurer
August 1998

Governing Board
New Delhi
FINANCIAL SUMMARY 1997-98

BALANCE SHEET

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>AMOUNT IN INR</th>
<th>AS ON 31-03-1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
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<tr>
<td>Cash &amp; Bank Balances</td>
<td>95.13</td>
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<tr>
<td>Sundry Receivable &amp; Advance Recoverable</td>
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<td><strong>Total Current Assets</strong></td>
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<td>OTHER CURRENT ASSETS</td>
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<tr>
<td>Investments</td>
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<td>Interest Accrued</td>
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<td>Fixed Assets</td>
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<tr>
<td>(Furniture, Equipments etc)</td>
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<tr>
<td><strong>Total Other Current Assets</strong></td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>282.42</strong></td>
<td></td>
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</tbody>
</table>

LIABILITIES

| Capital Fund Balances | 213.16 |
| Reserves & Surplus    | 1.31   |
| **TOTAL**             | **214.47** |

| Current Liabilities & Provisions |          |
| Liabilities                   | 0.25     |
| Expenses payable (Provision)  | 11.42    |
| Grant Received in Advance     | 56.28    |
| **TOTAL**                     | **67.95** |
| **TOTAL LIABILITIES**         | **282.42** |

Note
All figures are in Rs. lakhs ("00,000)
Extracted from Audited Statement of Accounts 1997-98

Statutory Auditors
Charnalia, Bhatia & Gandhi Chartered Accountants
New Delhi

INCOME & EXPENDITURE AND FUND BALANCES

<table>
<thead>
<tr>
<th>INCOME</th>
<th>AMOUNT IN INR</th>
<th>AS ON 31-03-1998</th>
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<tbody>
<tr>
<td>Research &amp; Training Grants</td>
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<tr>
<td>Donations &amp; Contributions</td>
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</tr>
<tr>
<td>Interest</td>
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<tr>
<td>Fees</td>
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<tr>
<td>Other income</td>
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<td><strong>TOTAL INCOME</strong></td>
<td><strong>328.35</strong></td>
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EXPENDITURE

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<th>PROGRAMME EXPENDITURE</th>
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</thead>
<tbody>
<tr>
<td>Institutional Development Programme</td>
<td>96.02</td>
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<tr>
<td>Participation &amp; Governance Programme</td>
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<tr>
<td>Occupational &amp; Environmental Health Programme</td>
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<td>Global Alliances Programme</td>
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<td>Panchayati Raj Programme</td>
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<td><strong>Total Programme Expenditure</strong></td>
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<td>OTHER EXPENDITURE</td>
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<tr>
<td>Communication</td>
<td>10.50</td>
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<tr>
<td>Administrative</td>
<td>28.97</td>
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<tr>
<td>Depreciation on Fixed Assets (Furniture, Equipments etc.)</td>
<td>12.73</td>
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<tr>
<td><strong>TOTAL OTHER EXPENDITURE</strong></td>
<td><strong>52.20</strong></td>
</tr>
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</table>

| TOTAL EXPENDITURE | 294.52 |
| Excess Of Income Over Expenditure | 33.83 |
| Capital Fund Balance on April 1'97 | 179.33 |
| Add Excess of income over expenditure | 33.83 |
| **Capital Fund Balance as on 31 March 98** | **213.16** |
Key Resource Providers

- IIIZ/DVV
  Germany

- BILANCE
  Netherlands

- Ford Foundation
  New Delhi

- Sir Ratan Tata Trust
  Mumbai

- Swedish International Development Agency (SIDA)
  New Delhi

- Commonwealth Foundation
  London

- Institute for Development Research
  Boston

- USAID
  New Delhi

- Ministry of Rural Areas and Employment
  New Delhi

- Asian South Pacific Bureau of Adult Education (ASPBAE)
  Mumbai

- UNOPS
  New York

- HIVOS
  Bangalore

- AGA KHAN FOUNDATION
  New Delhi

- INTRAC
  United Kingdom

- EdCIL
  New Delhi

- CIVICUS
  Washington

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