JOURNAL REPORT

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Society for
Participatory Research in Asia
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ROAD AHEAD?

Some questions that confront us in PRIA, as we complete 15 years of work, are: Have Voluntary Development Organizations (VDOs) made a difference? If so, in what way? Is there a ‘road’ ahead? If so, where to? I, for one, do not have the answers.

In 'Drucker on Asia', Peter Drucker and Isao Nakauchi make some relevant observations:

As far back as we have some historical record, there have always been rich people and poor people in any given country. But there was never much difference between the inequality in one country and the inequality in any other country. However, today the poorest in rich countries are infinitely richer than all but the very richest in the truly poor countries.

**Modern Information has made this inequality visible and intolerable.**

VDOs assume certain measures of progress that they work towards. On some accounts we have improved: on some others we have not. Assuming that VDOs have made a difference, the question is, is it enough? Have VDOs been able to actually reduce the gap between their beneficiaries and those who constitute the reference points for comparison? With a moving target, as it were, is improvement in an absolute sense really what we mean by progress? Have beneficiaries of VDOs also progressed in a relative sense?

Whatever the answer to these questions, it is true that VDOs have made valuable contributions towards human development, and the usefulness of their role in the human development process is attracting increasing attention.

**Varied Roles of VDOs.** There is considerable documentation to show how VDOs have innovated new roles for themselves in response to the changing contexts. I am not sure that VDOs as a community have been able to abandon any of their roles. This to me is a measure of realistic awareness on their part that different situations demand different roles from VDOs, and adaptability to a given situation is of paramount importance.

All these roles are, thus, equally crucial to human development.

In our 15 years of work, PRIA has witnessed many changes in its roles, contributions and impacts. The desire to carve a unique niche for PRIA, and to maintain its continued relevance to its stakeholders, have presented several dilemmas. We are not sure that in a fast changing context these two conditions are necessarily compatible. However, we have been trying to bring about a kind of dynamic balance towards a unique and relevant role through strategically experimenting with newer methods, programmes and structures. Hopefully we have stayed on track. In the midst of transitions - global as well as local - our reach has extended beyond the
national boundaries; and encompassed regional and global dimensions. It seems in retrospect that this was unavoidable once PRIA had broadly chosen for itself the role of a ‘Support’ VDO. Our work within India has been a source of our contributions beyond. At the same time we have been able to bring back to our work in India ideas and learnings from elsewhere in the world. But for this crucial exchange, our claim to being a ‘Support’ VDO might have been inadequate.

This ‘Support’ role includes a cascade, whereby all relevant knowledge created anywhere can be suitably adapted and made available for development work. It implies three kinds of challenges: first, locating PRIA in this cascade, second, working out strategically designed partnerships and third, extend PRIA’s perspective and impact through generating multiplier effect. Building such alliances requires capacities which may seem full of contradictions: it requires leadership which is motivating and enabling, not controlling; it requires effective facilitation without apology or inhibition; it implies autonomy with responsibility; and it entails flexibility with definite purposiveness.

Sensitivity for Culture and the Evolutionary Process: In order to become sustainable, progress must hook into culture—the unique set of thinking and feeling principles that underly the way each society, group, etc. organizes itself. VDOs know only too well that these principles can be gradually influenced through experiential learning opportunities for the people. These principles cannot be ignored or violated. However, changes achieved will remain as sustainable progress only if they get internalized into the currently relevant aspects and values of the collective’s cultural processes. Otherwise, they can become disruptive of the culture, as well as the very processes of change initiated by the VDOs themselves. Progress can be smoother and possibly faster if it is situated appropriately in a logical and sequential framework of evolution.

Need for Periodic Reflection: VDOs exist to fulfill their mandate or mission; also to remain adaptable to find common ground between their mandate and the needs of those they claim to serve. Whenever they find this common ground elusive or slippery, many VDOs tend to attribute its cause to the beneficiary group. There can be no more emphatic acceptance of failure, or disempowerment than to rationalize the situation and externalize the blame. This is symptomatic of a preoccupation with matters concerning problems included in their mandate. VDOs cannot reach the high standards they aspire to set unless they are able to confront and question their usual assumptions, and to review their world view to arrive at other ways in which client groups can use them to overcome legitimate problems.

The Road of Discontinuity: Thinking in the future tense is often confusing; because it is invariably perceivable through forces, many of which seem conflicting, uncoordinated, and apparently unrelated to each other. Yet, PRIA can endeavor to pursue a ‘road’—if this be a road—which is guided by certain principles and values to which it is committed. In this age of discontinuity, it is principles and values that can provide identity or continuity more than programmes and activities.

PR: The Integrating Methodology: PRIA’s perspective on effective Participatory Research can help through understanding people’s traditional knowledge and wisdom, conceptualizing it in the light of their current experiences and the larger contemporary reality. Participatory Research processes involve letting the people take charge of the process to allow for
creative and imaginative thinking towards enriching an experientially
developing framework of human evolution. Such an approach encourages
learning from evolutionary experiences of different social systems, thereby
facilitating the process of building shared vision and appreciating the diverse
ground reality in which our efforts must get situated.

Developing an Explicit Shared Vision : No one NGO can re-shape
and re-freeze the present chaotic state into its own vision of the future.
Reshaping future is more possible if NGOs develop an explicit shared vision,
and work collaboratively to achieve it. This means effective inter-organization
coordination, which is not yet adequately visible. I do not undermine the
sporadic initiatives we see or hear of, or discount their promise. I also do not
see the conflicts between different actors in development as necessarily evil.
All these initiatives and conflicts must find place in the collaborative effort
towards the shared vision.

It is my earnest hope that we in PRIA will recognise that in a fast moving
context, sticking to a programmatic 'road' can often become a hindrance to
development; and that this awareness will be manifest in our plans and activities.

At this moment, I want to thank PRIA's key partners in its various relationships,
my fellow colleagues on the Governing Board of PRIA, and the committed
group of people who constitute PRIA on a more sustainable basis - its staff, who
have been actively engaged in building this process, and carrying it into the
future.

Prem Chadha  
Chairperson  
Governing Board

New Delhi  
October, 1997
The last twelve months (April 1996 - March 1997) have reinforced our feeling that the period was more than just that. The range of ongoing activities, a number of new initiatives stretched our commitment and competence to the limit. That we managed to end this year with both hope and smile is a testimony to our collective efforts.

Several streams flowed through this period which are worth sharing here:

Systematic efforts towards operationalisation of the new Strategic Plan were completed. PRIA International is now a growing concern, beginning to incorporate the global activities of Centre for Global Alliance. PRIA Educational Trust is getting organised to coordinate the educational facilities and activities in the country.

Greater autonomy to Centres and Units, more systematic monitoring and review procedures and improvements in information technology have also been carried out during the year. The overall purpose is to ensure flexibility with accountability in pursuit of high quality programmes and sustainable development impacts.

An associated component of the implementation of the new strategic plan is to widen the resource base. Each Centre is now setting annual plans for earned income beyond the core grant support. A highly satisfactory outcome in this regard has been the agreement with Sir Ratan Tata Trust for a three year support to the Panchayati Raj Programme.

In our programmatic interventions, greater coherence between research, education / training and advocacy is being achieved. Let me give a few examples.

The study on Employee State Insurance Corporation conducted by the Centre for Occupational and Environmental Health (COEH) has been utilized to deepen awareness of workers about their rights, on one hand, and to systematically reform ESIC through policy advocacy and media campaign.

What began as an educational reorientation course for teachers of Schools of Social Work in India two years ago is now beginning to result in new courses, curriculum and field work approaches in several schools of Social Work in India. Two national level and two state level Inter-Professional Dialogues and several field studies were conducted by Centre for Participation and Governance (CPG) and Association of Schools of Social Work in India.

The monitoring of Participation in World Bank supported projects has been conducted by Centre for Global Alliance (CGA). This experience
was recently used to frame a common approach to monitoring primary stakeholders participation in World Bank Projects and Policies and train researchers from Latin America, Africa and Asia. The results of these studies are already being used to influence policies and practices of World Bank and implementing agencies of the government.

In order to broaden the impact of our strategic intervention, we have been moving our programmatic activities in partnership with other organisations and networks. Several collaborative efforts were underway during the year.

The next significant collaborative venture is the programme to strengthen Panchayati Raj Institutions (PRIs) as vehicles of local self-governance in the country.

This programme is carried out in ten states (Uttar Pradesh, Bihar, Orissa, Andhra Pradesh, Kerala, Rajasthan, Madhya Pradesh, Gujarat, Haryana and Himachal Pradesh), in collaboration with Network of Regional Support Organisations. During the year, greater momentum and expansion occurred in our work with local Panchayats. Nearly 20,000 elected representatives, 500 voluntary organisations and 150 government functionaries participated in educational workshops and training programmes conducted during the year. Extensive collaboration also occurred with government agencies and training institutions like SIRDs/ NIRD, Departments of Rural Development and Panchayati Raj.

Another initiative during the year was to introduce the methodology of participatory evaluation in voluntary organisations working on primary health care programmes supported by Ministry of Health and Family Welfare, USAID PVOH-II. Twenty-one such evaluations were facilitated throughout the country in collaboration with staff of Regional Support Organisations and Technical Assistance Unit of Indian Institute of Health Management Research, Jaipur. Coordinated by Centre for Institutional Development (CID), this initiative is offering valuable insights in collaborative venture to upscale our impacts.

Ensuring relevance of our programmes to various constituencies has been a continuous effort in PRIA. Systematic feedback from the field and ongoing support on the ground have been basic methods of continuous review of relevance of our programmes.

Our training workshops on Participatory Development is aimed to promote deeper understanding of practical challenges in primary stakeholder participation in large scale projects. The programme primarily covers staff of government and international agencies responsible for such projects. As needs of voluntary organisations began to get expressed, separate state level workshops were designed and conducted to respond accordingly.

Similarly, a new programme on Organisational Development was offered by CID during the year. Growing needs for redesign and reformation in voluntary development organisations threw up the challenge that capacities for organisational renewal are built within NGOs themselves. The South Asian coverage of the programme enriched the deliberations and provided special insights into the unique organisational challenges facing development NGOs in the region.

Strengthening and deepening our contributions towards existing partners and alliances has been another theme of the year. Based on our professional expertise and our rootedness in the local practice, PRIA provided valuable support to several such regional and global networks.
Asian South Pacific Bureau of Adult Education (ASPBAE) had its Second General Assembly in Darwin, Australia during December 1996. Workshops on Workers Education and Occupational Health, Women’s Education and Literacy, Leadership, and plenaries on Globalisation and Democratisation were facilitated by PRIA and associated colleagues. COEH is now playing a key role in promoting ASPBAE programme on workers’ education.

Promoting significant and purposive reform of nation-states was the purpose in preparing submissions to the World Bank team responsible for 1997 World Development Report on ‘The State in a Changing World’. A debate on this important issue needs to be promoted in Asia-Pacific region in order to release the creativity of our citizens and to ensure greater transparency, accountability and efficiency of the state. Our alliance in NGO Working Group on the World Bank and emerging relationships with The Commonwealth Foundation can facilitate these initiatives further.

Through building networks of interested and like-minded actors in Civil Society, and pursuing our programmatic role in CIVICUS (World Alliance for Citizen Participation), PRIA is attempting to advance its strategic goal to strengthen civil society. The capacity building programmes of PRIA and Regional Support Organisations, as well as the Support Organisation Initiative (with Institute for Development Research, Boston) to build global network of SOs, are being converged to pursue capacity-building of Civil Society nationally and globally.

Rajesh Tandon
Executive Director

New Delhi
October, 1997
PROGRAMMES
CENTRE FOR PARTICIPATION AND GOVERNANCE

The focus of the Centre remained at strengthening citizens' participation in shaping their own future. To work more effectively and efficiently on this issue the Centre divided its activities into two different but interrelated units. The Participatory Development and Participatory Research (PD-PR) unit concentrates on all aspects of 'Participation' through research, studies and training. The Panchayati Raj Intervention (PRI) unit works towards building citizens' active participation in functioning and strengthening initiatives of local self governance.

I. Strengthening Panchayati Raj Institutions

Strengthening Panchayati Raj Institutions was initiated as a result of the 73rd amendment to the Constitution, which promoted a decentralized democracy in the country. It recognized Panchayat as the local level of government and opened up possibilities for strengthening people's participation in decision making regarding their own development. It also set forth a process of providing and building up of new leadership amongst women and weaker sections of the rural community.

PRIA is involved in two distinct but related activities. Firstly, coordinating the joint intervention in terms of strengthening self governance, through the Network of Collaborating Regional Support Organisations (NCRSOs) in 8 states and secondly, directly working in some parts of Haryana and Himachal Pradesh.

The main objective of the programme is to enable the PRIs to function as institutions of self governance and not as mere implementors for decisions taken elsewhere.

Towards this end, the PRIA/NCRSO team designed a series of inputs such as awareness campaigns, training to strengthen capacities of voluntary organizations and elected representatives of PRI's, research and documentation, preparation and dissemination of educational materials and bottom up planning process. It is hoped that as a result of this intervention, a meaningful dialogue with the government (both Central and State) will be established, thus influencing the policy framework of local self governance. PRIA co-ordinates the NCRSOs activities and also finds ways to develop capacities of their staff in training, research, documentation and micro planning on PRI and provides regular on site support. During this period over 150 structured trainings and orientation programmes were organised. Over 70 materials/reports (training manuals, study reports, newsletters, pamphlets, booklets, posters) were prepared and disseminated. There were more than a dozen exercises of
bottom up planning process with local people’s involvement in order to bring Government machinery closer towards the issue of participation of elected members and Gram Sabha members in the local governance.

During this period the six NCRSOs worked in seven states i.e. Bihar, Coastal and Western Orissa, Western Rajasthan, Gujarat, Malwa region of Madhya Pradesh, Uttar Pradesh and Southern Kerala. Apart from these, PRIA actively worked in six districts of Haryana and three districts of Himachal Pradesh.

**PRI INTERVENTION BY NCRSOs**

**SAHBHAGI SHIKSHAN KENDRA (SSK)**

Working in 14 districts of Uttar Pradesh with 28 VAs.

**INTERVENTION**

- 17 follow-up trainings with VAs and 30 trainings for elected members
- Preparation of learning materials for follow-up.
- Setting up 3 regional resource centres and direct work in six Gram Panchayats, 3 Kshetra Panchayats and 3 districts in the state.
- Bottom up planning exercise with local VA.

**IMPACT**

- Over 700 staff members of VAs and 1500 PRI members attended the training and follow up.
- SSK’s materials were the only learning materials to reach the various groups. Government as well as the other organisations appreciated these materials and extensively used the same.
- Regional resource centre run in collaboration with local organisation, providing direct support to PRI members.

**SAMARTHAN**

Focussing on 15 districts of Malwa and Bundelkhand region of Madhya Pradesh with 15 VAs.

**INTERVENTION**

- Involvement with 15 VAs and Government at the district level.
- Setting up field office and started activities in 11 GP of Sihore block of Sihore district.
- Collaboration with block and district level Government. Study on women sarpanches in six different places.
- Organised Training of Trainers, training on ‘Accounts Keeping’, how to make the Panchayat Act operational etc. for VAs and local level Government functionaries.
- Analysis by stakeholders in order to study the problems and periodicity of Gram Panchayat meetings.

**IMPACT**

- Cooperation and collaboration established with both Government and community along with their requirements.
- Job related training helped the PRI members immediately.
- Micro level study related with Government programmes, after which Government redesigned the policy.
- The participation of local Government staff in the Gram Panchayat meetings.
CENTRE FOR YOUTH AND SOCIAL DEVELOPMENT (CYSID)

Working with 13 VAs in 12 districts (West Bengal and Central part of Orissa) and Government.

INTERVENTION

Pre-election

Awareness campaign with VA; cultural orientation workshop, preparation of various booklets and audio-visual materials for pre-election voter awareness campaigns.

Post-election

- Prepared a booklet focusing on roles, responsibilities of members, various schemes at the Gram Panchayat level, financial aspect etc.
- Translation of materials (and simplification) of few common schemes being implemented at the village level with support from Orissa Government.
- Started a micro planning initiative in one Panchayat.
- Strengthening the network of organisations working on PRI issues.

IMPACT

- CYSID mobilised 13 key VAs for 12 districts to systematically take up these issues. These VAs in turn worked in their local areas during the voter's awareness campaign, and gave support to PRI members. CYSID was the only organisation in the state to take up this work.
- Work was appreciated by the state Government (planning & coordination department) and invited CYSID to prepare a model Gram Panchayat level micro plan.

UNNATI

Working in eight selected districts of Gujarat with 12 VAs.
Unnati is also working in Western Rajasthan covering 5 districts and 12 VAs.

INTERVENTION

- Training on budget preparation.
- Meeting on how to create an enabling environment for Gram Sabha.
- State level training on Panchayati Raj Act and rules, importance of Gram Sabha, budget, planning.
- Research to find out the profile of Panchayat functionaries in six districts of Gujarat.
- Periodic thematic bulletins prepared on concept of Self Governance, Jawahar Rozgar Yojna, Government schemes, Panchayat budget etc.
- Two booklets were prepared in Gujarati on Panchayati Raj Act and women's participation in Panchayati Raj. Posters printed highlighting the needs and significance of the same. A manual prepared on training for Panchayat functionaries covering the significance of PRI. Video film prepared.

✓ A working committee has been formed to critique the Act and support amendments.
- Prepare a micro plan for elected Panchayats in Jawaja Block of Rajasthan in collaboration with local government staff.
- Organise trainings for PRI members in selected districts of Rajasthan.

IMPACT

- Accepted by the state NGOs as a support institution on PRI initiatives.
• Dalit sarpanchs have been able to establish their leadership. In their operational areas, social justice committees have been formed.
• Women members have started participating in the meetings.
• A set of amendments suggested by the working committee were submitted to the government.
• Panchayats are directly involved in the watershed activities promoted by some NGOs.
• Decided to form a district and state level women Panchayat members forum where members can share their difficulties and seek alternate solutions.
• In one Panchayat a woman sarpanch had stopped the salary of a primary school teacher for being irregular.
• For the first time, in some areas a Gram Sabha meeting was held.
• Panchayats have also been reviewing their taxation system. In three months Rs 500/- as tax was collected.
• Planning and implementation process is further strengthened with active involvement of local administration and community.
• Many groups after attending training programmes organised by Unnati, undertake active followup activities, like organizing orientation for elected members, women members, provided support in planning and organising Gram Sabha meetings etc.

CENCORED
Working in Central and Northern Bihar with 45 VAs in 25 districts.

INTERVENTION
• Directly involved in pre-election voters awareness campaign.
• Setting up over 25 village information centres (VIC) at the Panchayat and block level.
• A cultural team is also associated with these information centres to help spread the message of Panchayati Raj through folk and mass media. Several trainings and workshops were organised on how to establish such information centres and monitor their functioning.
• Organised a workshop on ‘Communication’ for equipping the grass root level organisations in effective communication of messages and ideas on PRIs. Prepared learning material for different target groups including audio cassettes.
• Formation of Kishori Panchayat to create awareness among them and also their parents, especially mothers.
• Set up PRI resource centre in 3 eco-cultural zones.

IMPACT
• Organised over 50 meetings/trainings with VAs for awareness campaigns.
• Involved more than 50 VAs directly in this programme. They in turn oriented over 6000 community leaders.
• A team of resource persons at the block and district levels has been built. They regularly organise orientation trainings for the people.
• Awareness material has been disseminated and this has been well accepted by the target groups. Wall paintings, posters prepared at the local level were found to be effective.
• UNICEF invited CENCORED to prepare materials and organise trainings
for the members of Nehru Yuvak Kendra. The objective was to organise them towards PRI programme.

- Voluntary organisations have fully utilised resources and personnel in the awareness generation programme in their areas.
- A large number of villagers are aware about PRI, rules of Gram Sabha, Gram Panchayat, Gram Kacheri, Panchayat Samiti etc.
- Impact study of pre-election voter awareness campaign shows 46% positive responses.
- A major problem is that due to repeated postponement of elections, people are disheartened. These include the community, local VAs and in some situations CENCORED staff as well.

PEARL

Working in Southern Bihar with 13 organisations in eight districts.

INTERVENTION

- Focussed on tribal issues of self governance.
- Organised a series of meetings with community to understand the ‘Community participation’ in tribal society.
- Published monthly newsletter to promote awareness on this issue. Prepared booklet on the various views on tribal self rule.

IMPACT

- Created an awareness about the concept of self governance in the tribal areas through their study and newsletter.

SAHAYI

Working in six districts and with 14 VAs in Kerala.

INTERVENTION

- Bottom up planning initiative at Sasthamcotta block.
- Intensive support to 14 VAs through training and orientations.
- Research on comparative analysis of emerging structure of Panchayati Raj. Study on effective functioning of male and female headed Panchayats
- Prepared learning materials pamphlet, booklet, bulletin, audio cassette on various themes of Panchayati Raj.

IMPACT

- SAHAYI has gained recognition in imparting training to NGOs on issues related to Panchayati Raj institutions. SAHAYI material is the only available learning material on PRI. This is being used by others for awareness generation.

PRIA’s Direct Intervention on PRI

PRIA HARYANA

Covering 8 districts and 12 VAs.

INTERVENTION

- PRIA decided to work for Gram Sabha meetings. Six three day trainings were organised for VAs. A two day meet of volunteer organisations in Haryana, evolving a common perspective and future strategies.
- Team members were invited by Haryana Institute of Rural Development (HIRD) to make presentations as Resource Persons for a training of BDOs, DRDA and Bank officials. State Community Development Training Centre, Nilokheri invited PRIA for the training of Panchayat extension
State Institute of Rural Development made PRIA a member of their academic committee.

A number of reading materials were prepared during this period: (1) 'Panchayti Raj Par Chitra Sangrah' (2) 'Aap Aur Hum' (3) 'Aap ki Sabha Gram Sabha': a poster on Gram Sabha. Government training institutes also utilised these materials. Studies were conducted on effective functioning of women headed Panchayats, effective functioning of male headed Panchayats and effectiveness of Panchayat Secretaries.

IMPACT

Helped the Panchayats to plan their agenda for Gram Sabha. In many of the meetings the GS members were very vocal (men & women) and raised a lot of questions. Women were encouraged to not only be present but also participate actively by asking questions and giving suggestions.

PRIA HIMACHAL PRADESH

Covering 3 districts and 5 VAs.

INTERVENTION

Systematically facilitated active involvement in bottom-up Participatory Planning process in Khar Panchayat. Local voluntary organisations, Rural Technology and Development Centre (RTDC), village youth, women and other interested people were involved in the process. The purpose of this case study is to see how effectively the male and the female headed Panchayats are functioning exactly one year after parts of Kangra, Mandi and Chamba districts were covered for this study.

A Hindi poster on bottom-up planning process has been prepared and disseminated. A note on bottom-up planning process has been prepared and is to be printed along with our experiences in Khar Panchayat. A simplified version of the State Act is also being prepared.

IMPACT

With support from the community, Panchayats problems were analysed through meetings. Development priorities were also identified by the community and possible solutions discussed. Based on these an outline of the plan was prepared and discussed with the district and Block officials. Efforts are on for its phased implementation and repeating the same initiative in other areas of the district and the state in collaboration with Panchayat and Government. These findings of the case study were shared with the community and incorporated in training meetings with Panchayat members.

After an analysis of the Panchayat secretaries study report, there will be a dialogue with concerned departments in order to make them more supportive of Gram Panchayats.

Learning materials are being used in training and disseminated to all the Zilla Parishads, District Collector's offices and others VAs in the state. These are the only learning materials available. There have been several requests for more copies.
Publications

The Centre continued the publication of its bulletin, both in Hindi as well as in English. The bulletin is published thrice a year. Apart from this the Centre produced books, pictorial books, pamphlets and posters in Hindi on Panchayati Raj targeted at the rural audience.

Reports of the workshops conducted and the studies undertaken have been prepared and documented for future use and references.

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Are we making a difference?

State Governments recognised the NCRSO members as a resource support organisation in the state who have brought the self governance issue to the forefront.

PRIA with its joint initiative established a direct network of over 500 VAs who are working on Panchayati Raj issues in 10 states. They in turn directly work with 20,000 elected members and another 30,000 are reached through dissemination of educational materials.

Prepared a cadre of people who act as facilitators to spread the concept of self governance and its operationalisation at the micro level.

Raised the ‘issue of women’ participation - through research, training and information dissemination in many places. VAs, Gram Panchayat members and Government staff are now giving importance to women’s participation and involvement.

Focussed on ‘Gram Sabha’. Due to focussed intervention, Gram Sabha is being organised in many Gram Panchayats.
II. Strengthening Participatory Development

The past one year has been a year of growth for the Participatory Development - Participatory Research (PD-PR) unit of the Centre for Participation and Governance. During the year we have been able to articulate the key principles of people’s participation in development and knowledge construction. The various activities under taken by the unit are the following:

A. Research and documentation on Participation

PRIA undertook a series of activities in order to build a knowledge base on participation in development programmes and contribute to existing debates on Participation.

Study on strengthening community’s participation in management of National Parks and Sanctuaries.

As part of this initiative, the unit continued its ongoing research work of Strengthening Community Participation in management of National Parks and Sanctuaries. This study was undertaken in Chakrashila and Simlipal Tiger Reserve. Both studies provide valuable insights of the benefits of community-based management as opposed to conventional management structures. They further highlight the structures and processes which facilitated the participation of the local tribals in managing the sanctuary and the impact of the same.

Monitoring Participation in District Primary Education Programme

As part of the global initiative to monitor participation in the World Bank funded programmes, members from this unit undertook a study of the District Primary Education Programme in Maharashtra during March 1996. The DPEP study findings were presented in the second Asia Pacific meeting of the NGO Working Group on the World Bank during April 21-24, 1996 in Manila.

Research fund for study on Participation

The fund was initiated in 1995, for catalysing involvement of the faculty and students from Schools of Social Work and other educational institutions to undertake field based research on community participation issues. Four studies on the theme of ‘People’s participation in Development’ had been sponsored. The studies deal with areas of health, sustainable development and industrial pollution.

Case study on Sustainability

In order to strengthen the knowledge base on participation in development programmes and contribute to existing debates on Participation, an exploratory study on sustainability was undertaken, focusing on its application at the level of programme implementation. Case histories of two NGOs - Gram Vikas,
working on community development in Orissa and ASAG, working in Ahmedabad district on livelihood issues, have been documented to gain insights on the structures and processes which enhance sustainability of the development program.

**Manual on Farmers’ Organisation Building**

A manual on Building Farmers’ Organisations for Integrated Watershed Management (IWM) is being prepared in collaboration with Participatory Watershed Management Training in Asia (PWMTA) program of FAO, Nepal. As a resource book for trainers, graduate students, professionals, local leaders and activists. The manual will contribute to developing strong farmers’ organisations for effective utilisation and conservation of land, water and forest resources at farm, household and community or given watershed level, for improved livelihood and human development.

**B. Capacity building intervention with Development Organisations**

People's participation in large scale development programmes and projects, as well as in small field based programmes and projects is fast becoming a key thrust area. In order to initiate and enforce understanding and practice of participation in development programmes, the unit created learning opportunities by organising workshops, dialogues and enhancing interactions with the key development actors, Government institutions, bilateral and multilateral agencies, NGOs, VDOs and the academia.

**Participatory Development (PD) Workshops**

The unit organised three national training workshops on PD. These workshops were for the personnel in charge of project implementation and supervision. Participants were drawn from Government and semi Government organisations as well as bilateral and multi lateral organisations. The main objective was to create and strengthen conceptual and theoretical understanding of PD and to understand different methods/processes in order to translate PD approach into practice.

There has been intensive follow up support of the national PD workshops. This has been done with the objective of assessing the impact of the PD workshop, strengthening the unit’s constituency and developing an understanding on PD. Visits to KIRBP, Dahod, National Dairy Development Board (NDDB), Anand, Ramakrishnan Mission Lokshiksha Parishad (RKMLSP) projects in Narendrapur and Medinipur, West Bengal and Indo - Swiss Participatory Water Shed Development Program (ISPWD-K) in Raichur were made during this year.

**Support to Institutions**

The unit also undertook organisation of specific PD training for the staff of Community Participation Unit of Apni Yojna in Churu, Rajasthan. Apni Yojna is an integrated water supply, sanitation and health education project working in the Churu district of Rajasthan. The one and a half day session was aimed at enhancing conceptual understanding of PD for the community organisers and community facilitators of the CPU.

**Collaboration with Association of Schools of Social Work in India (ASSWl)**

In order to help incorporate Participatory Development as a subject of study in Social Work curriculum we strengthened the collaboration with Association of Schools of Social Work in India (ASSWl).
Work on future strategies included planning and organising for the second national as well as second regional inter-professional dialogue on PD and PR.

**PD for Grass Root Groups**

We conducted a training programme on PD for Voluntary Development Organisations in collaboration with UNNATI, for grassroots level groups from Gujarat and Ahmedabad. Partners of UNNATI from thirteen VDOs of Rajasthan and Gujarat attended this workshop. The main aim of the workshop was to create a platform for sharing experiences and reaching a collective understanding of Participatory Development.

**Student’s orientation on PD**

In collaboration with the Centre for Institutional Development, the unit organised a one day training programme on Participatory Training for MSW students of Department of Social Work, Jamia Millia Islamia. The objective of the workshop was to provide an understanding of Participatory Training in the context of Participatory Development approach.

**Publications**

The Centre published three issues on the Participation and Governance bulletin in English and Hindi. The main themes covered were people’s Participation in natural resource conservation, ongoing reflections on Participation and fifteen years of PRIA’s initiatives in participation. Reports of national and grassroots PD workshops were prepared and disseminated. Ongoing work on instructional bulletins with two cases of sustainability are ready for dissemination.

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**Are we making a difference?**

The unit’s main contribution has been on demystifying, popularising and promoting the concept of PD and PR among different development partners across various sectors. It has established strategic and sustainable alliances, through research, capacity building, information dissemination and networking initiatives. Systematic attempts have been made to assess the impact of the workshops by field visits and correspondence. Field visits indicate the practice of participatory principles and methods in some projects, with enhanced understanding of the same in others. Some organisations have initiated a process of strengthening and incorporating participatory principles and methods in their ongoing project. A process of critical analysis and appraisal of social work curriculum and enhanced awareness about PD and PR issues have been initiated in more than thirty schools of Social Work around the country. Attempts are being made to incorporate changes in the social work curriculum and teaching, at institutional levels. Some teachers are incorporating concepts of PD and PR in their teaching and research.
CENTRE FOR OCCUPATIONAL AND ENVIRONMENTAL HEALTH

Keeping in mind the mission of the Centre, which is to promote and contribute towards making work and living places healthier and safer, this period witnessed an expansion of outreach both nationally and internationally, besides expanding horizons in new challenging areas. This period saw a culmination of research initiatives that had been initiated last year, the reports of which were printed and widely distributed. Today, the Centre has become a key player in the field of occupational and environmental health in India as well as abroad. The spectrum of the Centre’s activities range from involvement at grass root level to advocacy at national and international levels and tackling of specific industrial issues to policy analysis. Wide coverage was given to the activities of the centre by media. The centre shared its concern and findings of studies with policy makers.

Studies

- Due to the decreasing size of agricultural land holdings and deteriorating income, farmers in developing countries have built hopes on the ‘miracle package of the Green Revolution’. This offers high yielding varieties, heavy inputs of chemicals and fertilisers and mechanisation, especially in areas where the concept of cash crops is being promoted. It was however learnt that the use of these toxic chemicals brought collateral damage, killing of beneficial insects and organisms, pollution of drinking water sources and damaging the health of farmers and their families. Careless handling of pesticides and lack of proper information about their ill effects pose a serious threat to the workers and farmers using it. With the view of obtaining concrete evidence and material on this issue, PRIA conducted a study on the effects of pesticides on human health in the Kullu district of Himachal Pradesh.

The study probed into the factors responsible for changes in the indigenous land use patterns and the intensity and impact of chemicals used. Some of the findings were that chemicals in the form of pesticide, insecticide and fungicide were introduced in the villages barely 20 to 25 years ago. However with the propagation of apple cultivation, their use was intensified. The farmers have no information on the hazards of using these dangerous chemicals which are resulting in different kinds of diseases.

- For last few years PRIA has been working with Gramin Vikas Vigyan Samiti (GVVS) Jodhpur, on the issue of silicosis among the sand stone miners. In order to carry out the struggle in a more planned and unified way, a network is also built at the Rajasthan level. The network under the leadership of GVVS decided to re-examine some more cases to pressurise
executive and judiciary. Under this initiative the group decided to conduct the lung function test of 500 workers, which was to be carried out in two phases. In the first phase 288 workers were tested which resulted in 39 workers being diagnosed as seriously affected with silicosis while 80 were found to be affected to a lesser degree. In the second phase 212 workers were examined.

During this period PRIA undertook an initiative for action research in the construction of townships in New Mumbai (Maharashtra). This effort was undertaken with NIRMAN, a project of School of Social Work, Nirmala Niketan, Mumbai. As the initial step NIRMAN completed the data collection of 500 workers employed with the different contractors.

Delhi Race Course Club is situated next door to the official residence of Indian Prime Minister. The workers, who are employed here to take care of the horses, live in conditions of extreme poverty. The prevalence of diseases is also very high among these workers. This documentation was done for the Hind Mazdoor Kisan Panchayat (HMKP) to analyse the health and safety hazards faced by the race course workers. The objective of this documentation was to highlight the plight of the workers so that they can get proper health care and other benefits.

In response to the request of National Federation of Textile Workers (AITUC), PRIA organised a one day awareness camp in Aluva (Kerala). It was an awareness exercise followed after a two day intensive course on textile industry. Lung Function Test and occupational history of 114 workers were recorded following which 28 suspected cases were diagnosed and further examination after six months of another 28 workers was recommended.

PRIA in collaboration with Occupational Health and Safety Centre, Mumbai and Workers’ Co-operative Credit Society of Devgiri Mill, Aurangabad, organised a two day diagnostic camp on October 22 and 23, 1996. Out of 308 workers checked, 24 were suspected of byssinosis and 3 workers suffered both byssinosis and occupational asthma. 57 workers had FEV, in the range of 60-70% of predicted value and were asked for a recheck-up after six months. 17 workers also complained of hearing loss.

PRIA in collaboration with University College of Medical Sciences and Guruteg Bahadur Hospital completed a survey on the health hazards of the technicians in pathological blood bank departments. In another initiative with the hospital staff, PRIA in collaboration with DISHA undertook a study on the health hazards due to physical handling of hospital waste. The departments of special concern were laboratory, radiology, and surgery. The objective of conducting this study was to initiate a campaign with the hospitals for making it a safe and healthy profession.
Educational Events

In order to discuss the challenges faced by workers education in general and occupational health in particular, a two-day South Asian workshop of trade unions was organized in Kathmandu on 6-7 November, 1996. Twenty-six members from the trade unions in Nepal, Pakistan, Bangladesh, Sri Lanka and India participated. The recommendations of this workshop were taken to General Assembly of ASPBAE in Darwin, Gandhi Labour Institute. Thirty participants from Trade Unions, Environmental Groups and NGOs from Gujarat, Maharashtra and Rajasthan participated. In order to ensure active participation, these courses were organized in a mix of languages. The resource persons were drawn from National Institute of Occupational Health, Employees State Insurance Corporation and other developmental agencies.

On April 22 and 23, 1996, a two-day workshop was organized in Calcutta, with the doctors of Employees State Insurance Scheme, West Bengal, to discuss the criteria of diagnosing occupational diseases. ESI Hospitals play a major role in dealing with the cases of occupational diseases and injuries.

Comprehensive course on health hazards in textile industry was organised in Aluva, Kerala from December 17 to 18, 1996, in collaboration with Kerala Textile Employees Federation (AITUC). More than 50 workers from different parts of Kerala participated.

In the third phase of PRIA's involvement with the construction workers in Mumbai, two medical camps and one first aid training course were attended by 166 and 150 workers respectively. Free medicines were given and workers requiring special treatment were referred to Sion Hospital.

In March, 1996, a collaborative study was conducted by PRIA and Shaishav, a local NGO, on the occupational health hazards of children working in Bhavnagar. In this study 228 children working in 17 different units were interviewed. The findings of the study revealed that children were suffering from various diseases due to exposure at their workplace. A two-day workshop was organized in order to disseminate these findings and chalk out a concrete action plan.

On March 16, 1997, a one-day training of medical doctors and paramedical staff of Rashtriya Chemicals and Fertilisers, was organized at Allwaug, Maharashtra. This programme was organized in collaboration with local unit of Indian National Trade Union Congress (INTUC) and Occupational Health and Safety Centre (OHSC) Mumbai.
Publications

The Centre continued the regular publication of its quarterly bulletin, which is published in Hindi as well as in English. Two major publications printed during this period were for doctors practising occupational and environmental health and safety. Diagnosis of Occupational Diseases is an attempt of the Centre to provide concise information to doctors about the methods and diagnostic tests required for identification of victims of occupational and environmental hazards. The listing of diseases in the above document is according to Schedule III of the Workmen’s Compensation Act (1923) and Employees State Insurance Act (1948). The book Impairments, Disabilities and their Assessment, is in response to the demand by the doctors, workers and their groups regarding the absence of scientific criteria. Both of these publications are outcomes of extensive research on the subject. A few educational booklets like Employees State Insurance Scheme, Workers Involved in Malaria Eradication Programme, etc. were also printed and widely distributed during this period.

Are we making a difference?

The Centre has achieved some success in putting occupational health on the agenda of various groups and trade unions at a national and international level.

It has highlighted the plight of many neglected occupations like sizers (race course workers), garbage collectors, child workers, etc. and has also been instrumental in availing compensation for cases of byssinosis, radiation, hearing loss etc. for affected workers. The guidelines for diagnosis of occupational diseases and criteria for deciding disability resulting from these diseases are now being widely used by practising doctors.

The Centre is proud to be a collaborating centre of Occupational Health & Safety Information Centre (CIS) of International Labour Office, Geneva and the lead agency for Asian South Pacific Bureau of Adult Education’s programme of Workers’ Education on Occupational Health.
CENTRE FOR INSTITUTIONAL DEVELOPMENT

The central focus of this Centre during this period was to work towards strengthening the institutions of Civil Society. PRIA's experience of working in the arena of capacity building of grassroots NGOs, clearly suggests the growing importance of strengthening institutional mechanisms, structures and processes of such organisations, so that they can play a variety and complexity of roles that they are being called upon to play today and in the future. The Centre's work in this area also demonstrates the urgent need to develop theories of evolution, growth and sustainability of Mission driven 'social change' organisations.

The Centre operated through a two fold programme strategy. The first strategy entailed work initiated by PRIA itself. This work was done in new and emerging thematic areas concerning Institutional Development of Civil Society Organisations. The second one entailed working through, and in co-operation with the Network of Collaborative Regional Support Organisations (NCRSOS). These organisations are active in the states of Bihar, Gujarat, Himachal Pradesh, Kerala, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh.

Educational Events

Development Management for NGOs

- The need for ongoing training and development initiatives was perceived by PRIA as a necessity in the NGO sector, especially in the South Asian region. The need for Human Resource Development for middle and senior level NGO staff is being addressed through a ten-week residential programme on Development Management for senior staff of voluntary development organisations / NGOs in South Asia. Total number of 12 participants from India, Bangladesh, Pakistan and Nepal participated in this programme with the objective to:
  * create an opportunity for reflection and systemisation of experiences;
  * strengthen the conceptual and analytical base of practising programme managers;
  * build a holistic framework of people centred development and its organisational imperatives; and
  * prepare practitioners of grass-roots development for undertaking key leadership roles.

- The Centre conducted Training of Trainers programme for orienting the participants towards participatory training principles and
methodologies in order to enhance the existing training skills of the trainers. A total of 32 participants from 12 different organisations participated in the above residential programme. The objectives were to develop an understanding of participatory training principles and to build knowledge and skills of participatory training methodologies.

In the fast changing and turbulent global environment, there is an increased relevance of Organisational Development interventions in voluntary development organisations/NGOs in order to sustain, develop and manage effectively and efficiently. The Centre took the initiative by enhancing professional competencies through their first training workshop on Organisational Development. The purpose was to strengthen the knowledge base of leaders, senior managers, facilitators and trainers in understanding organisational behaviour and dynamics, organisational processes and OD interventions. A total of 24 participants from various South Asian NGOs attended the workshop at PRIA.

On Site Support

PRIA undertook an evaluation of Shramjivi Unnayan and its two units, Rural Institute for Human Advancement and Participatory Education Action Research Learning (PEARL). The evaluation-cum-assessment study was intended to review SU's thirteen years of existence, collect valuable information by analysing the experiences of the past, so as to build future directions.

The 'Development of Women and Children' programme of Gram Niyojan Kendra, Ghaziabad was evaluated. The need for the external evaluation of the programme emerged on the basis of the need to evaluate the efforts made in the last three years and to analyse the experiences and gauge the impact for formulating the future actions.

PRIA coordinated visits of the experts to a few Regional Support Organisations in providing the financial management support. Financial management manual has also been developed for effective monitoring of financial issues.

A systematic study and evaluation of Himalayan Action Research Centre (HARC) Dehradun was undertaken during this period. Findings suggest a need for more intensive Organisational Development work in the future.

Support for strengthening governance mechanisms was extended to Sahabgi Shilshik Kendra (SSK) Patna, CENCORED Patna, Lok Jagriti Kendra Madhupur, Gram Vikas Orissa, Samarthan Bhopal and Unnati Gujarat.

Multi-phased training intervention for multipurpose and Anganwadi workers of Himachal Pradesh Government was concluded during this period.

Orientation workshops were conducted for Voluntary Agencies involved in women's empowerment programmes in Haryana and were supported by Central Social Welfare Board.

In collaboration with Sahay, Calcutta, a week long workshop on Organisational Development and Strengthening for Voluntary Agencies of West Bengal was conducted during September 10-16, 1996. A number of learning materials and case studies were translated and prepared in Bengali language for the workshop.
Participatory Evaluation

At the request of USAID and Indian Institute of Health Management & Research, PRIA along with the Network of Regional Support Organisations, undertook a year long process of participatory evaluation of fourteen outreach and seven support service organisations' PVOH-II (Private Voluntary Organisations in Health) project. The strategy of participatory evaluation was four pronged: Orientation of VOs in PD, PR & PE; Capacity building in PE for VOs; Intervention in PE; Final synthesis of lessons learnt.

This year-long initiative, has become a major initiative in undertaking participatory Evaluation for development programmes on a wide-spread basis throughout the country. Lessons learnt from this will provide valuable insight into methods and tools of Participatory evaluation.

Network of collaborating Regional Support Organisation (NCRSOS)

In 1989, a more comprehensive, systematic and intensive reflection and review of PRIA’s activities, programmes and roles was carried out. As a consequence of this process of reflection, as well as on the basis of PRIA’s own experience of working as a Support Organization, it became very clear to PRIA that it must actively work towards strengthening existing Support Organizations, and, if necessary, help create new ones which can perform similar functions with a large number of grassroots organizations in different states and regions of the country, in the same way as PRIA had been playing over the years at a national level. This, for PRIA, entailed identification of institutions, training of their staff, preparation of learning materials for their use, on-going support to help develop their capacities and linkages with wider constituencies. And it was from this process that the initiative for building up Regional Support Organizations (RSOs) emerged.

At the very outset, emphasis was clearly laid by PRIA that each of the RSOs would be an independent, autonomous organization, and not just a branch office of PRIA. This implied that the leaders of RSOs would not merely have managerial capabilities but among others required social entrepreneurial skills to innovate, model, modify and lead. Another major reason on insisting on autonomy was the belief in decentralisation of support nearer to the grassroots. Besides priorities and specific areas of concern of regions could be focused on. As RSOs, it would be important to respond to local needs rather than adopting common methods and practices. Since 1994, RSOs have joined together with PRIA to enable mutually supportive and collective initiatives in capacity building of grass-roots groups in India. A six month process of joint planning and mutual capacity building is undertaken by this network.

Network Members

SAHIBHAGI SHIKSHAN KENDRA (SSK) began to function as support organisation in Uttar Pradesh from 1990. It has been conducting capacity building programmes in areas of Institutional Development and Human Resource Development for the staff of Voluntary Organisations in the state. Its special focus has been on Capacity Building and Financial Management in the Training of Trainers program. Supporting networks of Voluntary Organisations and catalysing new initiatives in the state have also been undertaken by SSK. It is currently also working in strengthening institutions of Panchayati Raj and local self-governance.

Mr. Ashok Singh (Director)
Sahibhagi Shikshan Kendra
SAHBHAGI SHIKSHAN KENDRA (SSK)

UNNATI

SAHAYI

CENCORED

CENTRE FOR YOUTH AND SOCIAL DEVELOPMENT (CYSD)

SAMARTHAN

4/487, Vivek Khand, Gomti Nagar
Lucknow - 226010 (U.P)
Phone : 0522-393 559 Fax : 0522-342 027

UNNATI: Organisation for Development Education began to function in the state of Gujarat since 1990. It has been providing intensive support to a large number of small initiatives in strengthening their capacities for project planning, monitoring and documentation. Development education through monitoring macro policies like the impact of Structured Adjustment Programmes (SAP) on poor communities has been a major area of work of Unnati. It has extended its work to the desert region of Rajasthan since 1995. Strengthening Panchayati Raj Institutions is also a major activity of Unnati.

Mr. Binoy Acharya (Director)

UNNATI, Organisation for Development Education
G-1, 200 Azad Society
Ahmedabad - 380015 (Gujarat)
Phone : 079-6746145 Fax : 079-674 3752

SAHAYI began to function as a support organisation to other grass-root groups in Kerala from early 1991. It has been conducting programmes on Training of Trainers and Management of Voluntary Agencies. It has also been strengthening state level networks of Voluntary Organisations. Leadership building at the grass-roots level and improving communication skills among field workers have also been the areas of work of Sahayi. It has been involved in strengthening Panchayati Raj bodies.

Mr. G. Placid (Director)

SAHAYI

TC 5/789, Peroorkada P.O.
Trivandrum - 695 005 (Kerala)
Phone & Fax : 0471-434 664

CENCORED began to function as a support organisation primarily in Central and North Bihar in 1991. It is working intensively in the areas of micro-planning and non-formal education. It has been strengthening the capacities of other Voluntary Organisations in areas of Human Resource Development as well. Information dissemination through local Resource Centres in Bihar has also been undertaken by CENCORED.

Dr. B. K. Sinha (Director)

CENCORED

Shyama Bhavan, West Boring Canal Road
Patna - 800001 (Bihar)
Phone : 0612-264 858 Fax : 0612-233 309

CENTRE FOR YOUTH AND SOCIAL DEVELOPMENT (CYSD)

joined the network in 1994. For over a decade, it has been undertaking field-based development programmes in urban and rural areas of Orissa. Its main support function includes Capacity Building in Management and Planning, strengthening Panchayati Raj bodies and networking. It has played a special role in undertaking advocacy with the state Government through its own research and policy analysis.

Mr. Jagadananda (Member Secretary)

Centre for Youth and Social Development (CYSD)

A - 70, Saheed Nagar
Bhubaneswar - 751 007 (Orissa)
Phone : 0674-505 428 Fax : 0674-510 195

SAMARTHAN began to function as a support organisation in Madhya Pradesh in mid 1995. It has been primarily focussing on Project Planning,
Participatory Monitoring and Evaluation and Process Documentation. Its work on strengthening grass-roots leadership in institutions of local self governance is now being extended in different parts of the state.

Dr. Yogesh Kumar (Director)
SAMARTHAN
E - 7/81, Arera Colony (Bankers Colony)
Bhopal - 462 016 (Madhya Pradesh)
Phone & Fax : 0755-567 625

The process of formal review and planning Institutional Development Programmes with NCRSOS was intensified during the year. The first six monthly review-cum-planning meeting was held in Trivandrum (Kerala) undertaken for Unnati (Rajasthan), Samarthan (Madhya Pradesh), CENCORED (Bihar), SSK (Uttar Pradesh) and CYSD (Orissa). As a consequence, clearer programmatic focus and appropriate institutional structures have been developed by RSOs. It was also agreed to undertake the second review towards the end of this year to monitor progress and to evaluate programme priorities.

The second review-cum-planning meeting was held in December 1996 in Gujarat. The process of building programmes for Institutional Development of Voluntary Agencies was reviewed with satisfactory results. It was also decided that RSOs should work towards improving their research and policy advocacy capacity in order to influence Government programmes and schemes at the state level. The role of RSOs in enabling effective state level networking of Voluntary Agencies were also discussed at some length.

A training workshop for RSOs staff to build their capacity in monitoring and evaluation was designed and conducted during June 1996 at Trivandrum. Attended by 23 participants from 7 RSOs and PRIA, the programme also helped to plan for RSO involvement in PVOH-II evaluation exercise.

**Promoting Grass-Roots Voluntary Action**

In collaboration with NCRSOS, PRIA has been instrumental in developing a fellowship scheme entitled ‘MIND Fellowship Programme’. The scheme helps to provide ‘Seed’ funds for new grass-roots initiatives primarily focussing on women’s empowerment, strengthening Panchayats, and improving sustainable livelihood. Summing up of the first phase of this programme undertaken during 1995-96, 120 fellows had been given support in the states of Bihar, Uttar Pradesh, Rajasthan and Madhya Pradesh.

A formal evaluation of Fellowship Scheme was undertaken towards the end of 1996 which fully supported its continuation of this intervention in pockets where grass-roots voluntary action has not been very effective. Better selection of fellows and improved support to them were recommended. A new phase of this scheme has begun in 1997. PRIA’s main contribution is to strengthen the capacities of RSOs, in order that they provide on-going monitoring and capacity building support to the fellows. The end goal is for the fellows to become effective autonomous and viable actors in local development.
Publications

The Centre has been developing a vast body of learning materials on issues of Development Management, Organisational Development and Training of Trainers. These are available in the library and widely disseminated through the workshops. The bi-annual journal 'Institutional Development: Innovations in Civil Society' was published during the year by the Centre. Its coverage of thematic articles, case studies and reading materials has given it a unique position on the theme of Institutional Development world-wide.

Are we making a Difference?

The agenda of on-going Capacity Building for effective Institutional Development of civil society actors has been firmly established in development practice. Innovative designs and learning materials produced by PRIA are widely used nationally and internationally. Long-term investment in Human Resource and Institutional Development of trained Non-Governmental actors has made PRIA as a major resource centre on these issues. The network of Regional Support Organisations has acquired a viable and autonomous competent status for Capacity Building of voluntary Organisations throughout the country.
CENTRE FOR GLOBAL ALLIANCE

The Centre for Global Alliance (CGA) continued to work towards strengthening the professional capacities of grassroots groups and promoting their dialogue with other sectors, both within India and with partners in South and Southeast Asia, Eastern Europe and Africa. It also played a more focused and ongoing function in networking and advocacy in relation to the promotion of civil society and its perspectives. The Centre’s activities have further consolidated around the issues of networking, advocacy and capacity building, and the programme areas have also focused accordingly.

Social Policy Monitoring And Advocacy

Recently new windows of opportunity for substantive dialogue between civil society organizations and multilateral bodies have emerged. This has shown that NGOs and other civil society organisations need to be involved in more detailed policy monitoring initiatives in order to advocate for changes not only at the implementation level of large scale projects, but at the policy level as well.

Meetings of the NGO Working Group on the Asian Development Bank

More than thirty NGOs, representing over twelve member countries of the Asian Development Bank (ADB), met in Manila during the 3rd Asian NGO Regional Consultation on ADB policies and issues.

These issues were examined in the light of significant policy shifts made by the ADB, such as the 50:50 project mix, the Bank’s information policy and the Bank’s energy policy amongst others.

A portfolio analysis of the ADB lending program in India and recommendations therefrom prepared by PRIA were presented at this meeting.

In March 1997, we also attended the 4th NGO Working Group on the ADB meeting, which was held in Calamba, Philippines. It was therefore decided to focus the discussions on the ADB’s policy in various sectors, including Agriculture, Involuntary Resettlement, Indigenous People and Forestry, Women, Governance, Inspection Function, Energy, and Information Disclosure.

As a follow up to our participation at the above meeting, an in-country meeting with ADB officials was also organised in Delhi on March 20, 1997.

Second Asia Pacific Regional Meeting of the NGO Working Group on the World Bank

Over sixty five NGOs and twenty four World Bank officials attended the second regional meeting of the NGO Working Group on the World Bank. The meeting was held in Manila from April 21-24, 1996. The NGO participants included representatives from India, Bangladesh, Pakistan, Philippines,
Vietnam, Nepal, Papua New Guinea, Fiji, Cambodia, Laos, Sri Lanka and Indonesia. The representatives from the World Bank (WB) included the resident mission representatives from the countries in the region, as well as senior staff members based in Washington. The second Regional meeting built on the ground work laid at the first Regional meeting held in Delhi last year.

The meeting was designed to focus on case study presentations of selected World Bank projects and policies. The main issues under consideration were Participation in Projects and Policy level work, Bank NGO relations, Structural Adjustment Programmes, update on IDA II, Multilateral debt reduction facility and the Inspection Panel.

As a member of the Steering Committee of NGO Working Group, PRIA is responsible for the preparation and conduct of the consultation.

**In Country Dialogue with NGOs and World Bank officials.**

In continuation of our work in engaging multilateral development organizations in dialogue, we organized a one day meeting between Indian NGOs and the local World Bank officials in August 1996. The objectives of this dialogue were also to share our experiences in working with multilateral development organisations.

**Workshop on Understanding the World Bank.**

One of the issues which emerged out of the meeting mentioned above was the point that to fruitfully engage the World Bank in policy debate and dialogue, it was necessary for NGOs to build their own capacities in order to do so effectively. As a first step towards this, a two day training workshop on the World Bank was organized for NGOs in December, 1996 at PRIA. Ten participants from various NGOs attended the workshop. Similar workshops are being planned at the state level in the country, as well as within other countries in South Asia.

**Meeting of the Inter-Agency Learning Group on Participation.**

The Interagency Group on Participation (IGP) was formed in 1995, involving some of the major donor agencies who co-finance projects with the World Bank. As the Chair of the Sub group on Participation of the NGO Working Group, PRIA is a member of the IGP. During 1996 PRIA participated in two IGP meetings. One of the key issues raised by PRIA is to encourage IGP to promote greater in-country capacity-building on participation.

**World Bank President’s Meeting with Indian NGOs**

During the World Bank President’s visit to India, PRIA was invited to chair a meeting held with national NGOs in Delhi. As a preparatory event to this meeting, PRIA called for a planning meeting a day before, with those NGOs who had been invited to meet the Bank President on October 18,1996. The primary objective of this meeting was to identify the issues to be raised with the World Bank President on the following day. In the meeting with the Bank President the NGOs were critical of the Bank's activities in the country and stressed that poverty alleviation should be the prime focus of the Bank's work in India.
Steering Committee Meeting of the NGO Working Group on the World Bank

NGO Working Group Steering Committee Meeting was held at Washington during July 7-10, 1996. A one day workshop on participation was also held during this meeting to discuss the issues regarding Monitoring Participation which had emerged from the regional meetings, as well as to discuss the synthesis of the issues which had arisen. This workshop was attended by a number of NGOs as well as officials from aid agencies, including the World Bank.

Annual Meeting of the NGO Working Group

The annual meeting of the NGO Working Group on the World Bank was held in Washington in October 1996. In preparation for this meeting, a paper on Civil Society and State Reform in Asia was prepared, which was presented at the meeting. A proposal for an Inter Agency Group on Capacity Building was also prepared and presented, on behalf of the NGO Working Group.

Northern Regional Meeting of the NGO Working Group

The Centre also participated at this meeting, which was held in Paris from March 3-5, 1997. This was the first consultation of the northern members of the NGO Working Group on the World Bank. The meeting was attended by more than 50 NGOs from twenty countries from Europe, North America, Australia and Japan, and focused on different issues such as: Official Development Assistance (ODA) specially links with bilateral and multilateral co-operation, the recent Highly Indebted Poor Initiative Countries (HIPIC), Structural Adjustment Participatory Review Initiative (SAPRI), the Bank and Private Sector, and South North NGO Relations.

International Training Workshop on Monitoring Participation in World Bank Programmes

As Chair of Sub-group on Participation of NGO Working Group, PRIA conducted an international training workshop on Monitoring Participation in World Bank programmes at Addis Ababa, Ethiopia, during February 20-24, 1997. The 18 participants were drawn from Africa, Asia and Latin America. The objectives of the workshop were as follows:

* To evolve a shared understanding on the World Bank Participation policy in practice;
* To prepare plans for project/policy specific monitoring;
* To agree to a shared plan for participation advocacy,

PRIA is now monitoring the implementation of this action plan.

Strengthening Civil Society Organisations

Our initiatives this year have included the following:

Regional Training Workshop for SCF(UK) On Organisational Development

On a request from the regional office of Save the Children Fund (SCF) UK, a workshop on Organisational Development was prepared for the senior staff members from India, Nepal, Sri Lanka, Bangladesh, Pakistan, Afghanistan and Central Asia. The objectives of the workshop were:

* To promote deeper understanding of the conceptual aspects of Organisational Development and change in development promoting organisation;
To enhance understanding of effectiveness in team functioning and practical skills needed for the same; and
To develop personal insights into one's leadership styles and inter personal competencies.

Workshop on Strengthening Civil Society Institutions in Central Asia

Khajakistan, Kirghizistan, Uzbekistan, Tajikistan and Turkmenistan are five countries, which were earlier a part of the undivided Soviet Union, now trying to develop an identity as independent nation states. Concerned citizens are making an effort to articulate their role in strengthening civil society through independent initiatives. PRIA team member was a resource person in a workshop hosted by Bishkek based voluntary organizations and facilitated by INTRAC in mid April, 1996, on the request of a group of local people initiating independent efforts in the region.

Workshop on Organisational Management Training in Nepal

A workshop on Organisational Management and Training organised by South Asia Partnership, Nepal was held in September 1996 as part of the on-going process of capacity building for NGOs. PRIA team designed the programme and conducted the same with co-trainers of SAP. The programme covered issues of participatory development, NGO management organizational systems and structure, team functioning, programme planning and monitoring.

Capacity Building for Social Monitoring of NGOs from South Asia.

As a complement to our work in the area of social advocacy, an initiative for capacity building of development NGOs in South Asia in monitoring social, environmental and economic policies of bilateral, multilateral and state agencies began in July 1996. The first phase of this initiative entailed a social mapping exercise of identifying the various NGOs involved in advocacy work in the region, and analysing their areas of strength and of concern in these efforts. Partner NGOs in the region were identified to work with us in this social mapping exercise.

A synthesis workshop of the findings was conducted at PRIA in March 1997, which was attended by participants from India, Nepal, Sri Lanka, Pakistan and Bangladesh. The objectives were:

- To understand the range of experiences in the area of social policy advocacy initiatives within the region;
- To identify areas of Capacity Building for Social Policy Advocacy;
- To build up a network of organisations in the region and in-country to strengthen existing capacities in this field.

The case studies from the various countries of the region are now being finalised, as part of the follow up process, and further strategic capacity building interventions will be concretised within the next few months.

CIVICUS Meetings

A) The Regional Advisory Committee (RAC) met on July 27-28, 1996 at Singapore, to work out modalities for regional programmes of CIVICUS. Dr Rajesh Tandon also attended the CIVICUS Executive Committee Meeting held at Budapest, Hungary on October 27-29, 1996. CIVICUS' long-term programmatic, organizational and leadership strategies were discussed at this meeting.

B) CIVICUS Advisory Forum - Asia Pacific Regional meeting was held on March 20-22, 1997 at Sydney, Australia. As a process of building
strong citizen participation in the different countries, the CIVICUS Board of Directors recognised that the regional alliance must be undertaken most seriously with a view to working with a broader circle of partners who share the CIVICUS mission. The Sydney meeting was a step in this direction. The main objectives of this meeting were:

- Increasing the understanding and visibility of civil society in the region.
- Promoting the concept of a supportive political, legal and fiscal environment that enables freedom and autonomy of association.
- Exploring new and creative ways of funding and partnerships for enhancing the resources base of civil society or not-for-profit organisations.

State-NGO Relations in a Changing World

In collaboration with the Commonwealth Foundation, London, PRIA organized a regional workshop for 44 government and NGO representatives from the Asian region between 19-21 November, 1996 at New Delhi. The deliberations focused on NGO-State Relationships in a Changing World. The main objectives of this workshop were:

- To share the country experiences and plans of how the guidelines for Good Policy and Practice can be implemented at national and regional levels;
- To explore and understand the changing role of the State in the region, and the implications this has on NGO-State relations;
- To create opportunities for dialogue, collaboration and better networking and alliance building among NGOs, as well as between NGOs and State representatives;
- To draft an action plan to take the process forward, including mechanisms for follow-up;

In-country follow-up plans were also developed, and PRIA has been asked to co-ordinate these.

The Second General Assembly of ASPBAE

The second General Assembly of the Asia South Pacific Bureau of Adult Education (ASPBAE) was convened on December 1-8, 1996 in the Northern Territory University, Darwin, Australia. The theme of the Assembly was ‘Adult Education into the 21st Century: Globalisation, Democratisation and Human Development’. One hundred and fifty one participants from 33 countries from the Asia-Pacific region and outside participated in the General Assembly. Dr Rajesh Tandon, who has been the President of ASPBAE for the last four years, was re-elected to the post.

Planning Meeting of Support Organisations Initiatives

The Support Organisation Initiative (SOI) Planning Meeting was held at Harare on January 23-25, 1997. This meeting was organized in collaboration with MWENGO, Africa and Institute for Development Research (IDR), USA. Twelve participants from Asia, Europe and Africa attended the meeting. The focus of the meeting was to provide opportunities for sharing experiences, issues and innovations amongst emerging support organisations of civil society organisations. The participants discussed the capacity building needs of civil societies in different regions and countries. The present and future needs of civil society organisations and sectors was also discussed at length. The needs for support organisations to respond to emerging challenges in their national contexts, were also deliberated. IDR, Boston coordinated the workshop.
Salzburg Seminar

The Salzburg Seminar Session on Non-Governmental Organisations: Toward Effective Partnerships, was held at Salzburg, Austria on October 5-12, 1996. Dr. Rajesh Tandon attended as a Resource Person for this Session.

Participation in International Forums

Institutional Strengthening Workshop

ODA/BOND/CDS Workshop on Institutional Strengthening of Southern NGOs: What Role for Northern NGOs?, was held at the Centre for Development Studies, University of Wales, Swansea on July 3 - 5, 1996. The workshop was attended by 97 participants, of whom 73 were representatives from NGOs. The main objective of the workshop was to explore the role of Northern NGOs in institutional strengthening of Southern NGOs. Dr Rajesh Tandon was invited to be a Resource Person for the workshop.

European Commission meeting on NGOs and Institutional Support: Shared visions in North and South

The round table meeting on Institutional Support for Southern NGOs organised on May 20th and 21st 1996 was a joint initiative by DG VIII of the European Commission (EC) and the Liaison Committee of European NGOs in Brussels. Its aim was to stimulate the Commission and NGOs in developing ideas on building and strengthening institutions of civil society in developing countries. Dr Rajesh Tandon was invited as a Resource Person, representing the southern perspective.

UN Conference on Human Settlements - Habitat II

The second UN Conference on Human Settlements, better known as Habitat II, was held in Istanbul from 3rd to 14th June, 1996. Over 8,000 delegates from 171 countries came together for this conference. The broad objective of the conference was to address the themes of ‘adequate shelter for all’ and ‘sustainable human settlements’. A Global Plan of Action was drafted after a two year consultative process and after much negotiations the final draft called the ‘Istanbul document’ was adopted at the conference.

The forum on ‘Human Solidarity’ a special one day panel convened by Dr. Wally N. Dow, Secretary General, Habitat II, was organized at Ciragen Palace in Istanbul on 8th June, 1996. The forum brought together a panel of 18 internationally known and accomplished leaders and thinkers representing social, cultural, economic and global diversities and experiences. Dr. Rajesh Tandon was one of the panelist, being the only NGO representative.

Asia Pacific NGOs meet on Food Security

On April 29-30, 1996, over one hundred NGOs from thirty Asia Pacific countries met at the FAO office in Bangkok, Thailand, to discuss the issues which will be debated at the forthcoming International Food Summit to be held in November, 1996 in Rome, Italy.
Publications

Three issues of the Global Alliance News were published during this period and distributed widely.

A Preliminary Review on India portfolio of the Asian Development Bank which was initiated last year was completed.

Paper on ‘Participation and Multi-lateral Organizations- Role of Civil Society’ prepared by Dr. Rajesh Tandon on January 1996.

Reforming the State: A Citizens’ Perspective prepared by Mr. Isagani Serrano Vice President of the Philippine Rural Reconstruction Movement, Philippine and Dr. Rajesh Tandon on October 1996.

Synthesis of Participation Issues: Participation and the World Bank - Primary Lessons, prepared by Dr. Rajesh Tandon on October 1996.

Are we making a difference?

CGA’s involvement in sharing its experiences of analysis of approaches of multilateral development organisations, and initiatives taken to influence the policy of organisations such as the World Bank and the Asian Development Bank has had an impact in broadening the perspectives of other on-going initiatives with the grassroots organisations, as well as the academicians and other civil society organisations with whom we interact and work. More and more organisations are becoming aware of the macro issues which affect micro level work.

The Centre has been able to play a bridging function between our partners in the country and others in the region. This has resulted in expanding the network of a number of organisations, as well as highlighting the fact that the issues being confronted in the region are very similar and therefore joint strategies can be evolved to influence change.

The Centre has also been able to provide feedback of experiences from the field level to larger state, national as well as regional and international forums in order to ensure that the focus of development work and debate remains on the primary stakeholders in all such projects which are the poor and marginalised people.
INSTITUTIONAL PROFILE
INSTITUTIONAL PROFILE

GOVERNING BOARD

PREM CHADHA, CHAIRPERSON, has worked in senior managerial positions of private and public sector corporations in India for 30 years. His specialisation is in Human Resource Development, and Organisational Change. During the past twelve years, he has been actively supporting HRD and OD capacity-building for voluntary development organisations and NGOs in South Asia.

JOE MADIATH, TREASURER, is the founder-director of GRAM VIKAS, Ganjam, Orissa. Over the two decades of its work throughout the state of Orissa, Gram Vikas has been recognised as a premier voluntary organisation in the field of tribal rights, social forestry, renewable energy / biogas and rural health and sanitation. Under Joe’s leadership, the experience of Gram Vikas has been shared widely in India and abroad.

SRILATHA BATIHWALA is presently a fellow at National Institute of Advanced Studies, Indian Institute of Science Campus, Bangalore. As a leading exponent of women’s empowerment and education, Dr. Batiwala uniquely combines intensive grass-roots experience with rigorous research and critical analysis. She earlier served as Director of Mahila Samakhya Programme in Karnataka for 4 years.

VIJAY MAHAJAN is founder-director of BASIX (Hyderabad), a set of institutions intended to promote rural credit for gainful livelihood in the country. He has more than 15 years of active association with development NGOs promoting sustainable livelihood and off-farm income-generation programmes. He was the founder of PRADAN, a premier NGO bringing professional competence to address the needs of the poor in the country.

SHEEVA PATIL is founder-director of SPARC, Bombay. Under her leadership, SPARC has been organising poor urban women and pavement dwellers in Bombay to demand their rights for secure habitat and livelihood. SPARC promoted experimentations in housing design and finance by the poor themselves, which are now accepted as government policies. SPARC’s programmes have now extended to several cities in the country.

LALITHA RAMDAS is presently President, International Council of Adult Education, the international NGO of adult education organisations. She is known as a champion for the cause of universal literacy and education of girls and women in the country, South Asia and World-wide. With two decades of grass-roots experience in organisation such as Ankur (Delhi), she has been now focussing on bringing about changes in policies related to education for girls and women.

NARESH CHAND SAXENA is presently Secretary, Minorities Commission, New Delhi. A senior IAS Officer, he is widely known for his
work in promoting peoples' participation in social forestry and natural resource management. During his tenure as Director of Lal Bahadur Shastri Academy (Mussoorie), Dr. Saxena initiated a number of studies which critically analysed government policies, rules and procedures that create obstacles for the development of the poor in the country.

H.N. SAJAYED is presently Director of National Institute of Occupational Health and Safety, Ahmedabad. He has been working in this field for more than two decades and is known for his pioneering research in silicosis (lung disease associated with silica dust). Dr. Sajayed has been actively associated with movements of workers and citizens to make work places healthier and safer.

D. THANKAPPAN is a well-known Trade Union Leader of the country. As an independent and forward looking leader of workers' causes and aspirations, Thankappan was instrumental in workers' take-over of sick industry. To support such initiatives, he set-up the Centre for Workers Management in Delhi six years ago.

RAJESH TANDON, EXECUTIVE DIRECTOR is a founder of PRIA started fifteen years ago. Over the past two decades, he has been actively associated with movements of NGOs and Civil Society in India and world-wide. Dr. Tandon is widely known for his pioneering work in Participatory Research, Participatory Training and Institutional Development of Civil Society organisations.

As per the Governing Board norms, Vijay Mahajan and Sheela Patel rotated off the Board during the year. Joe Madiath took over as Treasurer from Vijay Mahajan. By the time this report is printed, Dr. Srilatha Bhatwala would have joined Ford Foundation, New York, and Dr. N.C. Saxena as Secretary to Government of India, Department of Rural Development, Ministry of Rural Areas and Employment, New Delhi.
TREASURER'S REPORT

Enclosed herewith please find Treasurer's report with the final audited accounts of PRIA for the financial year April 1996 to March 1997. I submit these to you for your approval as I find them satisfactory. I also want to bring to your notice the following:

1. These financial accounts represent highest standards of accounting practice and adherence to statutory requirements.
2. All investments of Corpus and other funds are made as per the law with best interest of the institution.
3. Existing Financial Management systems are continuously monitored and have matured to a professional level.
4. A complete physical audit of all infrastructure, publications, library, computer, training facility, etc. was undertaken by the statutory auditors. Satisfactory report has been provided by them.
5. The process of ongoing internal audit and monthly MIS is used as a monitoring document by the Executive Director.

I want to thank members of the Governing Board, Executive Director and the staff of the Accounts Section of PRIA for assisting me in discharging my responsibility as the Treasurer.

Joe Madiath  
Treasurer  
Governing Board  

New Delhi  
August, 1997
### BALANCE SHEET

#### ASSETS

<table>
<thead>
<tr>
<th>CURRENT ASSETS</th>
<th>AMOUNT IN INR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Bank Balances</td>
<td>77.09</td>
</tr>
<tr>
<td>Sundry Receivable &amp; Advance Recoverable</td>
<td>30.28</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>107.37</td>
</tr>
</tbody>
</table>

#### OTHER CURRENT ASSETS

| Investments                         | 57.86         |
| Interest Accrued                    | 1.40          |
| Fixed Assets (Furniture, Equipments etc) | 85.63    |
| Total Other Current Assets          | 144.89        |

**TOTAL ASSETS**: 252.26

#### LIABILITIES

| Capital Fund Balances                | 179.33        |
| Reserve & Surplus                   | 1.78          |
| **TOTAL**                            | 181.11        |

**Current Liabilities & Provisions**

| Liabilities                          | 0.15          |
| Expenses payable (Provision)         | 6.17          |
| Grant Received in Advance            | 64.83         |
| **Total of Current Liabilities & Provision** | 71.15   |

**TOTAL LIABILITIES**: 252.26

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### INCOME & EXPENDITURE AND FUND BALANCES

#### INCOME

<table>
<thead>
<tr>
<th>AMOUNT IN INR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Training Grants</td>
</tr>
<tr>
<td>Donations &amp; Contribution</td>
</tr>
<tr>
<td>Interest</td>
</tr>
<tr>
<td>Fees</td>
</tr>
<tr>
<td>Other income</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong>:</td>
</tr>
</tbody>
</table>

#### EXPENDITURE

1. **PROGRAMME EXPENDITURE**

   - Institutional Development Programme Expenses 123.95
   - Participation & Governance Programme Expenses 79.87
   - Occupational & Environmental Health Programme Expenses 14.82
   - Global Alliances Programme Expenses 10.19
   - Total Programme Expenditure 228.83

2. **OTHER EXPENDITURE**

   - Communication Expenses 7.33
   - Administrative Expenses 21.01
   - Depreciation on Fixed Assets (Furniture, Equipments etc.) 14.21
   - Total Other Expenditure 42.55

**TOTAL EXPENDITURE**: 271.38

#### EXCESS OF INCOME OVER EXPENDITURE

19.74

#### Capital Fund Balance on April 1, 1996 251.02

Less:

- Amount transfer to Pria Educational Trust 89.43
- Amount transfer to Revolving Fund 2.00

**Capital Fund Balance as on 31st March, 1996**: 179.33

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**NOTE**: All figures are in Rs lakhs (‘00,000)

[Extracted from Audited Statement of Accounts 1996-97]
Efforts to strengthen support services to the programme centres of PRIA continued during this year. The collection of books in Library has crossed 10,000 mark and mimes are nearing 11,500. 350 journals and periodicals are regularly received in the reading room of PRIA Library. One of the important steps during the year was to organise more than 350 audio visual materials available in the Library.

Computerisation of PRIA is reaching a new stage of getting its own Website. This will enable PRIA to communicate more actively in the international context.

Following improved DTP capacity, all periodicals and journals are now composed entirely within PRIA. Most reports are printed in-house to ensure quality and cost efficiency. In order to improve upon dissemination and wider use of PRIA’s publications and audio-visuals, a comprehensive marketing plan has been developed.

Financial management systems have been strengthened with improved reporting and continued internal audit. Further delegation with specified accountability is being implemented.

In pursuit of its strategic plan phase-IV, organisational design and staffing of PRIA has undergone further change. Continued skill building and staff development was carried out during the year in areas like communication, programme planning, financial management, leadership and monitoring and evaluation. Organisational strengthening is an on-going exercise in PRIA.

Division of Programme Centres

Centre for Participation and Governance

Centre for Occupational and Environmental Health (COEH)

Centre for Institutional Development (CID)

Centre for Global Alliance (CGA)

Administration

Accounts

Library

Publication

Computer

ED’s Secretary

Mr. Chandan Datta
Dr. Nalin R. Jena
Ms. Namrata Jaitli
Mr. Harsh Jaitli
Ms. Sumedha Saxena
Mr. V. Satyamurthi
Ms. Purvi Dass
Ms. Atreyee Cordeiro
Ms. Carmen M. Atwood

Cdr. M.S. Atwal
Mr. Dharamvir Bhatia
Mr. Vijay Singh Rawat
Ms. Shikha Ghildial
Ms. Prem Nargas
Mr. Ranjan Sinha
Mr. Mathew Joseph

Total members of full-time staff on 31-03-97 is 37.